



Business books

From Armand Hammer
to New Age economics

16-page section

Sucked into the vortex

How Italy's scandal has
affected business life

Special report, Pages 4-5



Small and starting

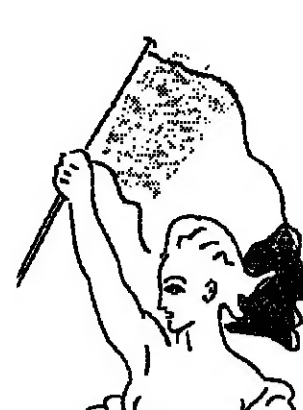
Japan's crisis of
entrepreneurship

Page 13

French state industry

Privatisation on
the launching pad

Page 19



FINANCIAL TIMES

Europe's Business Newspaper

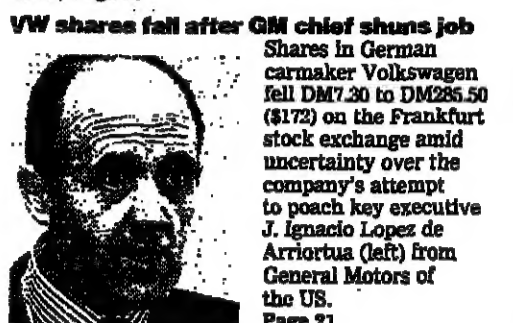
TUESDAY MARCH 16 1993

D8523A

Tension mounts as North Korea warns of threat of war

North Korea, which faces international condemnation over its withdrawal from the nuclear Non-Proliferation treaty, yesterday heightened the tension by saying that war with South Korea could break out "at any time". Ri Tcheul, North Korean ambassador to the UN in Geneva, said bullets and shells were being fired "towards our side" in US-South Korean military exercises. "If we respond to it, it will mean an all-out war".

Page 20



UK tax rises likely: A sharp rise in UK manufacturing production provides a favourable background for today's Budget, which is expected to include higher taxes to curb the growing fiscal deficit. Page 10

Yeltsin plans plebiscite: Russian president Boris Yeltsin said his parliamentary opponents were seeking to restore communist rule and his aides signalled that he planned to secure popular support in a plebiscite. Page 30

UN's chief promised aid: The commander of UN forces in Bosnia, General Philippe Morillon, was promised aid for the besieged Muslim town of Srebrenica after talks with Serb leaders. Page 2

Poland's tough abortion policy: After pressure from the Roman Catholic church, a strict anti-abortion law will today replace Poland's liberal legislation. Page 10

Bombay bombs defused: Two 20kg bombs were defused in Bombay as India's commercial capital went back to work three days after a series of blasts killed 250 people. Page 25

Banks warned: Five of Indonesia's six largest banks reported higher pre-tax profits for 1992, although bankers warn the sector remains poorly regulated and burdened by non-performing debt. Page 25

EC may hit back: The European Commission is considering retaliation in response to the likely US decision next Monday to ban European companies from winning certain federal contracts in telecommunications and power generation. Page 3

Fears for China economy: Chinese prime minister Li Peng called for quicker reform of the country's economy, which grew by almost 13 per cent last year and prompted fears of overheating. Page 8

Early Australian republic ruled out: Australia's re-elected Labor prime minister, Paul Keating, ruled out abolition of the monarchy until after the next federal election, due in 1996. Page 8

Salvadoran amnesty: El Salvador's president Alfredo Cristiani has proposed an amnesty for military officers blamed by the United Nations for atrocities during the country's 10-year civil war. Page 6

HSBC Holdings: parent of Hongkong & Shanghai Banking Corporation, which acquired Midland Bank of the UK in July, reported a 94 per cent rise in 1992 pre-tax profits to £1.7bn (£2.44bn). Page 21; Details, Page 28; Lex, Page 20

Insurer demands talks: Union des Assurances de Paris, France's largest insurance group, called on French holding company Suez to reopen negotiations about the future of French insurer Victoire and its German subsidiary, Colonia. Page 20

Rhône-Poulenc: France's largest chemicals group, plans to buy up to 5m of its own shares to support their flagging price. Page 20

STOCK MARKET INDICES		STERLING	
FT-SE 100	2922.4 (+0.5)	New York: DOW	1,425.7
Yield	4.14	London	1,425.7
FT-SE Eurotrack 100	1,158.82 (+7.76)	London	1,425.7
FT-A All-Share	1,424.25 (+0.24)	London	1,425.7
Windex	14,996.18 (+48.85)	London	1,425.7
New York: DOW	1,425.7 (+0.5)	London	1,425.7
Dow Jones Ind. Ave	3,431.09 (+3.70)	London	1,425.7
S&P Composite	450.98 (+0.23)	London	1,425.7
US LUNCHTIME RATES		DOLLAR	
Federal Funds	3.5%	New York: DOW	1,425.7
3-mo Treas. Bill: Yld	3.84%	London	1,425.7
Long Bond	7.82%	London	1,425.7
Yield	6.98%	London	1,425.7
LONDON MONEY		DOLLAR	
3-mo Interbank	6.5%	New York: DOW	1,425.7
Libor 6m: Jan 1993	6.5%	London	1,425.7
Libor 12m: Jan 1993	6.5%	London	1,425.7
NORTH SEA OIL (Aargau)		DOLLAR	
Brut 15-day Apr	18.75 (18.71)	New York: DOW	1,425.7
Oil	18.75 (18.71)	London	1,425.7
GOLD		DOLLAR	
New York: COMEX Apr	328.8 (328.5)	New York: DOW	1,425.7
London	328.8 (327.75)	London	1,425.7
Tokyo close		DOLLAR	
Y 118.18		London	1,425.7

Austria	Sw30	Greece	D200	Lux	U560	Qatar	OR12.00
Bahrain	Dh1,250	Hungary	F172	Malta	Lm0.80	S. Arabia	SR11
Belgium	Bf100	Ireland	Ir172	Morocco	Md113	Singapore	S\$4.10
Bulgaria	Lv25.00	India	Rs10	Neth	Fl 3.75	Spain	Pes200
Cyprus	C\$100	Indonesia	Rp2000	Nigeria	Nm125	Sweden	Skr15
Czech Rep	Kcs40	Israel	Sh150	Norway	Nkr10.00	Switzerland	Sfr3.20
Denmark	Dkr15	Italy	L1270	Oman	OR1.00	Taiwan	Nt\$20
Egypt	E\$2.00	Jordan	Jd1.00	Pakistan	Pk50	Thailand	Thb50
Finland	Fm12	Korea	Won2500	Philippines	Php45	Tunisia	Dtn1,250
France	Ffr100	Kuwait	Kd1.00	Poland	Plz10.00	Turkey	L1000
Germany	Dm1.00	Lebanon	L\$1.25	Portugal	Esc215	UAE	Dh1.00

Amato says Italy faces north-south break-up

By David Marsh, European Editor, in London

MR GIULIANO AMATO, the Italian prime minister, yesterday said his country faced the risk of a break-up between north and south unless it made urgent changes to its electoral laws.

Mr Amato coupled his warning of possible secession with a strong call for establishment of a new political class to steer the country out of its crisis over corruption.

Speaking at the London School of Economics, Mr Amato said revelations of widespread illicit financing in business and politics gave Italy no choice but to "renew its ruling class".

If elections were held now under the proportional electoral system, dissatisfaction with established parties would lead to "the inevitable success of extremist parties".

The rightwing Lombard League, which favours detaching the prosperous north from the poor south, would probably be the strongest party in parliament, Mr Amato said.

"If we can change the system towards the smallest amount of proportional representation that Italians are capable of introducing, then the danger of fragmentation would be smaller," Mr Amato said.

Italians vote in a national referendum on April 18 on a series of constitutional issues, including reforming the electoral system. The outcome is expected to increase pressure for an early general election.

Mr Amato, who has already announced his prospective retirement from politics, spelt out his vision of a "peaceful revolution" throughout Italy's ruling elite.

His eight-month old coalition has been at the centre of the political storm. Several ministers have been among more than 1,000 politicians, businessmen and officials implicated in the scandals.

Italy's corruption scandal, Page 4-5

Olivetti, deeper in loss, seeks \$561m

By Haig Simonian in Milan

OLIVETTI, the Italian computer and office equipment group, yesterday announced a £903bn (\$561m) rights issue and said it would report a sharply increased net loss of about £600bn for 1992.

The cash, to be raised through new shares and convertible bonds, will be used for expansion, notably in the increasingly linked areas of information technology and telecommunications.

"In the short term, the money will be used to bring debt down to zero," said Mr Carlo De Benedetti, Olivetti's chairman, whose listed CIR holding company controls the group.

"But we want to use the funds to accelerate Olivetti's development into new areas," he added yesterday. Last week, Olivetti took a stake in EO, a Silicon Valley start-up company marketing "personal communications" — pocket telephones with inbuilt fax and computing capabilities.

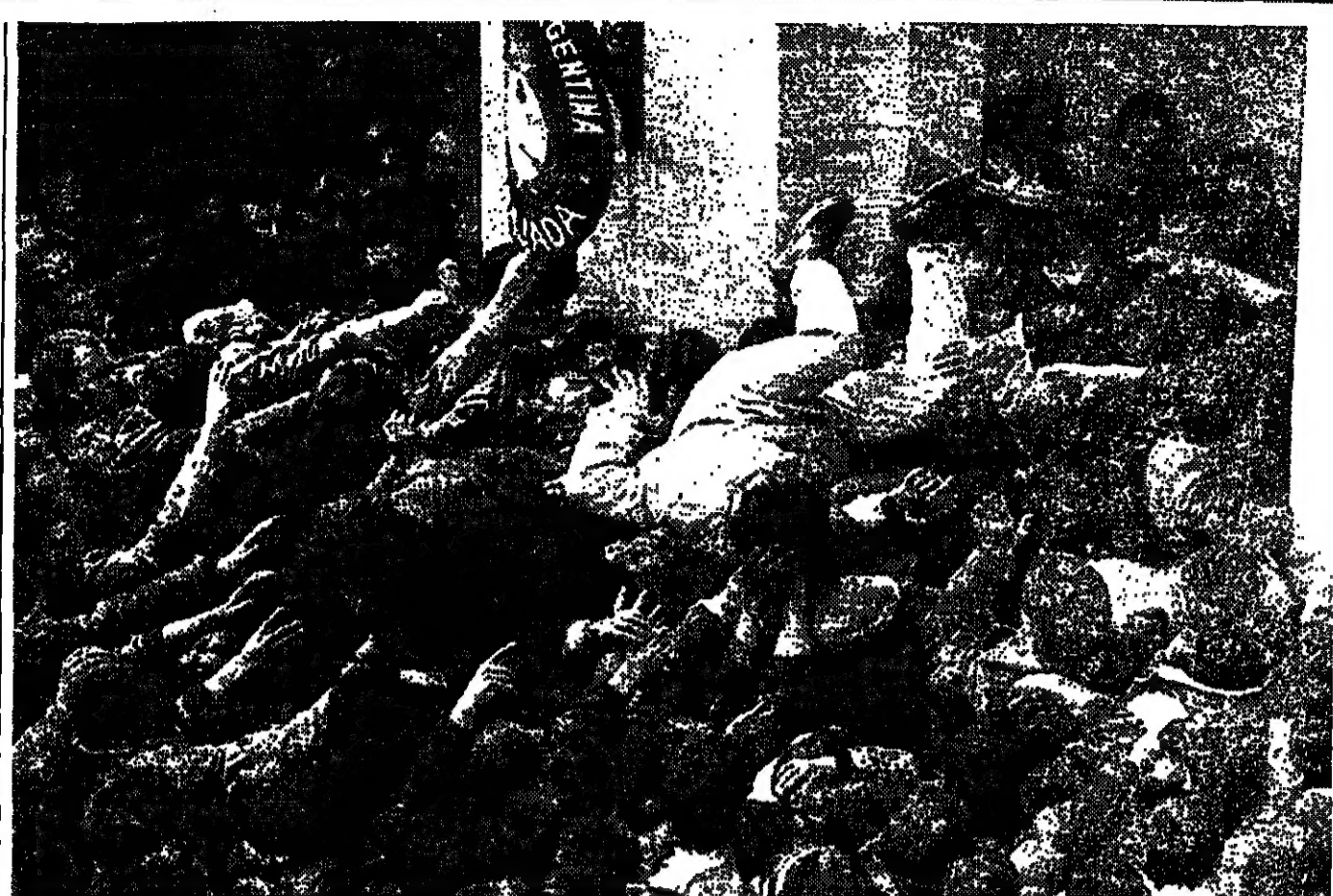
Olivetti's 1992 loss, to be announced officially in May, will be nearly 50 per cent larger than the £400bn lost in 1991. Sales fell by 6.8 per cent to £8,020bn and operating losses surged to £230bn from £28bn.

At the year-end, Olivetti's net debt stood at £900bn. The dividend will be omitted again, Mr De Benedetti said.

Mr De Benedetti said Olivetti faced further heavy restructuring

Lex, Page 20

CONTENTS		TV and Radio		FT World Actuarial		Traditional Options	
News	2	Features	17	Foreign Exchange	48	London SE	37
European News	2	Leaders Page	19	Gold Markets	36	Wall Street	45-46
International News	2	Letters	19	Equity Options	26	Bourses	45-46
American News	6	Management	13	Int. Cap Mkts	25-26	Surveys	
World Trade News	3	Observer	19	Int. Companies	22-24	Contract electronics	
Italian Scandal	4-5	Technology	12	Money Markets	44	manufacture	31-35
UK News	10-11	Business and Law	16	Recent Issues	28	Business Books	
People	15	Arts	17	Share Information	38,39,40	Separate section	
Weather	20						



Romanians besiege the Argentinian embassy in Bucharest after Argentina announced it was issuing visas. Nearly a quarter of a million Romanians have emigrated to various countries since exit controls were lifted following the overthrow of hardline communist rule in 1989

BA wins approval for USAir link-up

By George Graham in Washington, Nikki Tait in New York and Danny Green in London

THE US gave temporary approval yesterday to British Airways' plans for a partnership with USAir, but demanded that London and Washington renegotiate their aviation treaty to allow US airlines greater access to British airports.

Mr Federico Peña, US transportation secretary, agreed to BA's request for "code-sharing" with USAir, which the two carriers hope will create a "seamless service" by listing USAir's US flights and BA's transatlantic flights under the same codes in computer bookings systems.

He also approved plans for USAir to lease aircraft and crews to BA for London-Baltimore and London-Pittsburgh flights, but not for London-Charlotte.

Mr Peña said BA's initial \$300m investment in USAir did not breach US laws restricting foreign ownership of US airlines to 25 per cent, but that the second and third phases of the proposed deal, under which BA would invest a further \$450m, could not be completed unless the US Congress changed the law on foreign ownership.

This, he hoped, would provide the incentive for the UK to renegotiate the Bermuda 2 treaty. "If Congress doesn't act, British Airways will have invested \$300m and cannot proceed further. That is the hook," Mr Peña said. He said he would review the deal in a year.

The "big three" US carriers — American, United and Delta — which lobbied against the code-sharing arrangement, reacted to the announcement with "disappointment and puzzlement".

"There's not a bit of it which makes any policy sense," said one adviser.

British Airways welcomed Mr Peña's statement, saying it would begin the code-sharing arrangement to three US cities — Cleveland, Syracuse and Rochester — on May 1, as previously announced.

Sir Colin Marshall, BA's chairman, said he was delighted that passengers would be able to fly more easily between airports on the two airlines' networks.

Mr Peña said that, although he did not like the terms of the Bermuda 2 treaty between the UK and the US, the US could not

Continued on Page 20

Lex, Page 20

Hang Seng falls 5% as Li Peng launches attack

By Simon Holberton in Hong Kong, Tony Walker in Beijing and Philip Stephens in London

SHARE PRICES in Hong Kong slid by more than 5 per cent yesterday after Mr Li Peng, the Chinese premier, accused Mr Chris Patten, Hong Kong's governor, and the British government of "perfidiously" dishonouring agreements on the colony's transition to Chinese rule in 1997.

Mr Li, addressing the opening session of China's parliament, departed from his prepared text and made one of the sternest attacks yet by a Chinese leader since relations deteriorated last year after Mr Patten disclosed plans to extend Hong Kong's democratic reforms.

The speech followed the publication on Friday of Mr Patten's legislation to enact these reforms. Beijing's reaction hampers any early resumption of talks on the colony's future, and adds to pressures on Mr Patten from an increasingly nervous local business community.

The Hang Seng index fell 315.78, or 5.1 per cent, to close at 5,854.61, leaving it a full 10 per cent below its peak, reached a week ago.

Senior business leaders called for calm. Sir William Purves, chairman of HSBC Holdings, the owner of Hongkong Bank and of Midland Bank of the UK, said he remained optimistic about Hong Kong's future in spite of the political problems between the colony and China.

He warned, however, that domestic business confidence could be affected and that foreign investors might be "frightened off" if the row dragged on. "I very much hope that [Britain and China] can sit down and devise a way forward for the 1995 elections," he said.

Britain stressed that it remained willing to hold "unconditional" talks with Beijing on its plans for political reform in Hong Kong.

But in an otherwise conciliatory statement in the House of Commons, Mr Douglas Hurd, foreign secretary, insisted that the London government would not accept the downgrading of Hong Kong's role in any negotiations. Speaking with the overwhelming support of MPs from all the main parties, Mr Hurd stressed there was still time for talks with Beijing to modify Mr Patten's plans.

But the foreign secretary flatly rejected a charge by Mr Li that Mr Patten's proposals were in contravention of the Basic Law governing Hong Kong's future. Referring to Beijing's demand that the status of Hong Kong officials in any talks be downgraded, he said: "The implication of that

Continued on Page 20

Call for rapid reform revives fears of overheating, Page 8

When you know your worth



Omega Constellation. Automatic chronometer with date, in 18 k gold. Scratch-resistant sapphire crystal. Water-resistant. Swiss made since 1848.

Continued on Page 20

Lex, Page 20

OMEGA

The sign of excellence

Credit insurance protest in Canada

By Bernard Simon in Toronto

A GOVERNMENT proposal to allow Canada's Export Development Corporation to enter the domestic credit insurance business has drawn strong protests from British and US-owned insurance companies in Canada.

It is the most contentious part of a draft bill, expected to be introduced in parliament this week.

The EDC, Canada's export finance and credit insurance agency, wants to expand into underwriting domestic credit risks to help it win back export business which it has lost in recent years to private-sector insurers offering both domestic and export coverage.

The corporation has seen some of its biggest export accounts move to foreign-owned underwriters, notably subsidiaries of Trade Indemnity of the US, and American Insurance Company of London, and Continental Insurance of the US.

These companies have expanded aggressively in Canada over the past few years. Trade Indemnity, which set up in Ottawa in 1989, already underwrites about C\$4bn in sales, split roughly equally between domestic and export business. Mr Rick Doyle, its president, says: "If big exporters have found better service and one-stop shopping in the private sector, why should the government come in?"

The private insurers complain that the EDC's status as a government agency gives it many advantages, including tax-free status and the absence of requirements to set up reserves against liabilities. "It would be difficult for us to compete against a company that could basically buy the market," Mr Doyle says.

The EDC declined to comment on the legislation until it is presented. However, it is said to be concerned that the private insurers are "cherry-picking", in other words, taking its biggest and best export insurance customers, and leaving it with the more risk business from mid-sized and small companies.

The new legislation will also expand the EDC's export-finance mandate, with a view to making it more competitive with European and Japanese export-finance agencies. The Corporation is expected to become more active in pre-export financing, including the ability to make direct loans against inventory and working capital assets. The EDC will also be empowered to enhance a financing proposal by taking an equity stake in a company or a project, and will be given greater leeway to provide support for leasing machinery and equipment.

Canadian exporters have complained that the EDC's services are increasingly falling behind those offered by other countries' export finance and credit insurance agencies.

China's Gatt talks resume

NEGOTIATIONS on Chinese membership of Gatt resumed yesterday in Geneva, but little progress is expected over the three days of talks following unsuccessful discussions between China and the US earlier this month, writes Frances Williams in Geneva.

Neither the US nor the EC has sent senior negotiators to Geneva, and part of the US team has been delayed by severe weather. China had hoped to rejoin Gatt this year, but US officials now say membership is a long way off.

US withdrawal from trade procurement talks has put Sir Leon on the spot

EC ponders next step in row with US

By Lionel Barber in Brussels

THE EC is studying all options - including retaliation - in response to the likely US decision on March 22 to bar European companies from winning certain federal contracts in telecommunications and power generation, the European Commission said yesterday.

The Commission said Sir Leon Brittan, EC commissioner for external affairs, had yet to choose how to respond to the

Clinton administration's unexpected withdrawal from talks on the procurement dispute due to open yesterday. But in response to threats of sanctions by Mr Mickey Kantor, US trade representative, an EC official said: "We take him at his word."

Mr Kantor's abrupt decision to call off talks has escalated tensions already inflamed by EC-US disagreements on commercial aircraft subsidies, steel subsidies and the stalled Gatt

Uruguay Round. It also has embarrassed Sir Leon, who had claimed that a recent trip to Washington had cemented relations with Mr Kantor.

EC officials admitted yesterday that Mr Kantor had failed to make a courtesy call to Sir Leon ahead of last Friday's announcement. One Brussels official described Mr Kantor as "unpredictable", while others said the unilateral withdrawal amounted to a spur-of-the-moment decision which had

surprised the US negotiating team.

Mr Kantor broke off negotiations after learning that the EC would not waive Article 29 in the EC utilities directive, which gives European companies a 3 per cent price preference over foreign bidders, while also giving favoured treatment to EC bidders offering more than 50 per cent local content.

The EC is ready to waive Article 29, but only if the US

agrees to waive buy-American provisions on federal and state contracts in water, gas, electrical and telecoms contracts.

US demands that the Community waive the clause before yesterday's talks were tantamount to "getting us to walk naked into the negotiating room", the EC said.

Mr Kantor is due to visit Brussels for talks with Sir Leon on March 23, but the latest row had "rewritten the agenda", an EC official said.



Brittan: thorny problem

Rolls joint venture secures big order

By Paul Belts, Aerospace Correspondent

BMW Rolls-Royce, the joint venture formed two years ago, has won its second important order for the BR710 aero-engine it is developing for business and regional jets.

The joint venture's BR710 engine has been chosen by the Canadian Bombardier group to power its Canadair global express business aircraft. No value has been placed on the deal but Bombardier has won 37 firm orders for its long range twin engine business jet. This could represent about \$75m worth of business.

The aircraft, which can fly 6,500 nautical miles non-stop at a maximum operating altitude of 51,000 ft, is due to make its first flight in 1996 with the first customer deliveries starting late 1997.

BMW Rolls-Royce is developing the BR710 family of engines at a new plant outside Berlin. The joint venture won its first order last September when Gulfstream of the US ordered 200 BR710 engines worth \$500m to power its Gulfstream V corporate jet.

Kantor seeks new rules in the free market game

By Nancy Dunne in Washington

WHEN he cancelled this week's talks with the EC, Mr Mickey Kantor, the US trade representative, was saying that the rules of the game must change.

He would have no patience for the squabbling and last minute handout "solutions" which he believes have produced little gain for American companies in the past.

"Our policy has been that we are for free trade, that we are

for improved market access and a Uruguay Round, while our strategy has been, in any given crisis, to do the minimum necessary to avoid some kind of congressional action. Neither that policy or strategy has accomplished much.

"Marathon trade negotiations are now well into their seventh year. Our trade deficits have begun to rise again. Numerous bilateral problems, particularly with Europe, seem permanently on the table."

This summation by Sen J Rockefeller, a Democrat from

West Virginia, when he testified on Capitol Hill last week, did not evoke disagreement from Mr Kantor. He has said much the same more diplomatically since taking office.

Mr Kantor has repeatedly stated his aim: "Comparably open markets." The "comparable" can be defined unilaterally by the US through sanctions or through real negotiation.

Mr Kantor has also clearly defined his key role as the enforcer of US trade laws. The 1988 Trade Act required the administration to report on the

extent to which foreign governments discriminated against US products and services in government procurement, and to act appropriately to remove the discrimination.

In 1991 Mrs Carla Hills, then the US trade representative, said France, Germany and Italy had discriminated against foreign suppliers of heavy electrical equipment or telecommunications equipment. Consultations were requested and Mrs Hills vowed that, if US concerns were not resolved within 60 days, the president

would implement sanctions to take effect by January 1993.

Two months after that deadline, Mr Kantor is prepared to act. He would also "be pleased to sit down with the EC..." he said.

Meanwhile, he has been taking comments from US companies, most of which support the initial sanctions. There could be a second tranche of if the EC retaliates - a move Mr Kantor said he does not expect. Most US companies do not recommend the US withdraw from the Gatt procurement

code, a step Mr Kantor is considering. Many believe the US should bring a complaint to Gatt on the grounds the EC utilities directive fails to provide national treatment for US companies.

The EC can be pardoned for its "surprise" at Mr Kantor's impatience. For four years it dealt with a trade representative who believed it to be "a failure" if sanctions went into effect. Mr Kantor has seen the results of past US accommodation. He has not liked what he

TO SAVE FUEL, VAUXHALL RE-INTRODUCES THE PETROL COUPON.

Please return to: Vauxhall Information Services, FREEPOST, PO Box 35, Abingdon, Oxon OX14 4BR.

TITLE (Mr, Mrs etc)..... INITIAL.....

SURNAME.....

ADDRESS.....

..... POSTCODE.....

DAYTIME TELEPHONE NO.....

I WOULD LIKE TO RECEIVE MORE INFORMATION ON VAUXHALL'S E-DRIVE/DIESEL RANGES. ☐

CURRENT CAR DETAILS

Make (e.g. Vauxhall).....

Model (e.g. Astra LX).....

Body style - please ring one: Saloon / Hatch / Estate / Coupe / Convertible / Offroad.....

Year of registration.....

Most likely replacement date.....

If you are a company car driver and you would like to receive our "Guide to Company Car Taxation" please tick here. ☐

Vauxhall will occasionally call you about other products/services offered by its associated organisations. If you would prefer not to receive this information please tick this box. ☐

How do you get around today's probable increase in petrol prices? Simple. In a Vauxhall.

All Vauxhalls have excellent fuel economy. But we've also two special ranges that'll improve fuel efficiency even further.

Firstly, there are the Economy drive cars, E-drive for short. *Shortly available on the Astra 1.6i and the Corsa 1.2i, E-drive gives on average 10% better fuel consumption compared to non E-drive.

Secondly, Vauxhall has the country's widest range of diesel cars. Diesel engines are 20% more fuel efficient than their petrol counterparts, and can be

found in the Frontera, Carlton, Cavalier, Astra and Nova. (There are also high performance turbo-charged versions of these models.)

You can expect changes in the scale of company car tax as well.

To explain how these will affect you, we've produced a free booklet.

For a copy of this or more details about Vauxhall's economy drives, please call 0800 444 200. Or you could make your first cuts now, of course. With a pair of scissors.

NOTICE OF REDEMPTION

Bank of Tokyo (Curaçao) Holding N.V.
U.S. \$30,000,000

Guaranteed Floating Rate Notes due 1993

NOTICE IS HEREBY GIVEN to the holders of U.S. \$30,000,000 Guaranteed Floating Rate Notes due 1993 (the "Notes") of Bank of Tokyo (Curaçao) Holding N.V., a Netherlands Antilles corporation established in Curaçao (the "Company"), that pursuant to Condition 5(b) of the Terms and Conditions of the Notes, the Company has elected to redeem on the next Interest Payment Date falling on April 28, 1993, all the Notes then outstanding at the principal amount thereof.

Payment of the principal amount of each of the Notes will be made on or after April 28, 1993 upon presentation and surrender of the Notes, together with all coupons representing the same, to the Company or to the Principal Agent of the Bank of Tokyo Trust Company in New York City, 100 Broadway, New York, N.Y. 10005 or at the principal office in the city indicated of any of the following Paying Agents:

The Bank of Tokyo, Ltd., Brussels
The Bank of Tokyo, Ltd., Hong Kong
The Bank of Tokyo, Ltd., London
The Bank of Tokyo, Ltd., Milan
The Bank of Tokyo, Ltd., Paris
The Bank of Tokyo, Ltd., Singapore
The Bank of Tokyo (Holland) N.V., Amsterdam
Bank of Tokyo (Deutschland) A.G., Frankfurt
The Bank of Tokyo (Luxembourg) S.A., Luxembourg
Bank of Tokyo (Switzerland) Ltd., Zurich

The coupon for interest payable on April 28, 1993 should be detached and presented for payment in the usual manner. On and after April 28, 1993 interest on the Notes will cease to accrue.

Bank of Tokyo (Curaçao) Holding N.V.

By: The Bank of Tokyo Trust Company, as Fiscal Agent

Dated: March 16, 1993

*ASTRA AND CORSA E-DRIVE AVAILABLE FROM APRIL 1993. FUEL CONSUMPTION (L/100KM) (CITY/COMBINED/HIGHWAY) ASTRA 1.6i E-DRIVE: 4.5/5.5/6.5. CORSA 1.2i E-DRIVE: 4.5/5.5/6.5. CORSA 1.6i E-DRIVE: 5.5/6.5/7.5. CORSA 1.8i E-DRIVE: 6.5/7.5/8.5. CORSA 2.0i E-DRIVE: 7.5/8.5/9.5. CORSA 2.5i E-DRIVE: 8.5/9.5/10.5. CORSA 3.0i E-DRIVE: 9.5/10.5/11.5. CORSA 3.5i E-DRIVE: 10.5/11.5/12.5. CORSA 4.0i E-DRIVE: 11.5/12.5/13.5. CORSA 4.5i E-DRIVE: 12.5/13.5/14.5. CORSA 5.0i E-DRIVE: 13.5/14.5/15.5. CORSA 5.5i E-DRIVE: 14.5/15.5/16.5. CORSA 6.0i E-DRIVE: 15.5/16.5/17.5. CORSA 6.5i E-DRIVE: 16.5/17.5/18.5. CORSA 7.0i E-DRIVE: 17.5/18.5/19.5. CORSA 7.5i E-DRIVE: 18.5/19.5/20.5. CORSA 8.0i E-DRIVE: 19.5/20.5/21.5. CORSA 8.5i E-DRIVE: 20.5/21.5/22.5. CORSA 9.0i E-DRIVE: 21.5/22.5/23.5. CORSA 9.5i E-DRIVE: 22.5/23.5/24.5. CORSA 10.0i E-DRIVE: 23.5/24.5/25.5. CORSA 10.5i E-DRIVE: 24.5/25.5/26.5. CORSA 11.0i E-DRIVE: 25.5/26.5/27.5. CORSA 11.5i E-DRIVE: 26.5/27.5/28.5. CORSA 12.0i E-DRIVE: 27.5/28.5/29.5. CORSA 12.5i E-DRIVE: 28.5/29.5/30.5. CORSA 13.0i E-DRIVE: 29.5/30.5/31.5. CORSA 13.5i E-DRIVE: 30.5/31.5/32.5. CORSA 14.0i E-DRIVE: 31.5/32.5/33.5. CORSA 14.5i E-DRIVE: 32.5/33.5/34.5. CORSA 15.0i E-DRIVE: 33.5/34.5/35.5. CORSA 15.5i E-DRIVE: 34.5/35.5/36.5. CORSA 16.0i E-DRIVE: 35.5/36.5/37.5. CORSA 16.5i E-DRIVE: 36.5/37.5/38.5. CORSA 17.0i E-DRIVE: 37.5/38.5/39.5. CORSA 17.5i E-DRIVE: 38.5/39.5/40.5. CORSA 18.0i E-DRIVE: 39.5/40.5/41.5. CORSA 18.5i E-DRIVE: 40.5/41.5/42.5. CORSA 19.0i E-DRIVE: 41.5/42.5/43.5. CORSA 19.5i E-DRIVE: 42.5/43.5/44.5. CORSA 20.0i E-DRIVE: 43.5/44.5/45.5. CORSA 20.5i E-DRIVE: 44.5/45.5/46.5. CORSA 21.0i E-DRIVE: 45.5/46.5/47.5. CORSA 21.5i E-DRIVE: 46.5/47.5/48.5. CORSA 22.0i E-DRIVE: 47.5/48.5/49.5. CORSA 22.5i E-DRIVE: 48.5/49.5/50.5. CORSA 23.0i E-DRIVE: 49.5/50.5/51.5. CORSA 23.5i E-DRIVE: 50.5/51.5/52.5. CORSA 24.0i E-DRIVE: 51.5/52.5/53.5. CORSA 24.5i E-DRIVE: 52.5/53.5/54.5. CORSA 25.0i E-DRIVE: 53.5/54.5/55.5. CORSA 25.5i E-DRIVE: 54.5/55.5/56.5. CORSA 26.0i E-DRIVE: 55.5/56.5/57.5. CORSA 26.5i E-DRIVE: 56.5/57.5/58.5. CORSA 27.0i E-DRIVE: 57.5/58.5/59.5. CORSA 27.5i E-DRIVE: 58.5/59.5/60.5. CORSA 28.0i E-DRIVE: 59.5/60.5/61.5. CORSA 28.5i E-DRIVE: 60.5/61.5/62.5. CORSA 29.0i E-DRIVE: 61.5/62.5/63.5. CORSA 29.5i E-DRIVE: 62.5/63.5/64.5. CORSA 30.0i E-DRIVE: 63.5/64.5/65.5. CORSA 30.5i E-DRIVE: 64.5/65.5/66.5. CORSA 31.0i E-DRIVE: 65.5/66.5/67.5. CORSA 31.5i E-DRIVE: 66.5/67.5/68.5. CORSA 32.0i E-DRIVE: 67.5/68.5/69.5. CORSA 32.5i E-DRIVE: 68.5/69.5/70.5. CORSA 33.0i E-DRIVE: 69.5/70.5/71.5. CORSA 33.5i E-DRIVE: 70.5/71.5/72.5. CORSA 34.0i E-DRIVE: 71.5/72.5/73.5. CORSA 34.5i E-DRIVE: 72.5/73.5/74.5. CORSA 35.0i E-DRIVE: 73.5/74.5/75.5. CORSA 35.5i E-DRIVE: 74.5/75.5/76.5. CORSA 36.0i E-DRIVE: 75.5/76.5/77.5. CORSA 36.5i E-DRIVE: 76.5/77.5/78.5. CORSA 37.0i E-DRIVE: 77.5/78.5/79.5. CORSA 37.5i E-DRIVE: 78.5/79.5/80.5. CORSA 38.0i E-DRIVE: 79.5/80.5/81.5. CORSA 38.5i E-DRIVE: 80.5/81.5/82.5. CORSA 39.0i E-DRIVE: 81.5/82.5/83.5. CORSA 39.5i E-DRIVE: 82.5/83.5/84.5. CORSA 40.0i E-DRIVE: 83.5/84.5/85.5. CORSA 40.5i E-DRIVE: 84.5/85.5/86.5. CORSA 41.0i E-DRIVE: 85.5/86.5/87.5. CORSA 41.5i E-DRIVE: 86.5/87.5/88.5. CORSA 42.0i E-DRIVE: 87.5/88.5/89.5. CORSA 42.5i E-DRIVE: 88.5/89.5/90.5. CORSA 43.0i E-DRIVE: 89.5/90.5/91.5. CORSA 43.5i E-DRIVE: 90.5/91.5/92.5. CORSA 44.0i E-DRIVE: 91.5/92.5/93.5. CORSA 44.5i E-DRIVE: 92.5/93.5/94.5. CORSA 45.0i E-DRIVE: 93.5/94.5/95.5. CORSA 45.5i E-DRIVE: 94.5/95.5/96.5. CORSA 46.0i E-DRIVE: 95.5/96.5/97.5. CORSA 46.5i E-DRIVE: 96.5/97.5/98.5. CORSA 47.0i E-DRIVE: 97.5/98.5/99.5. CORSA 47.5i E-DRIVE: 98.5/99.5/100.5. CORSA 48.0i E-DRIVE: 99.5/100.5/101.5. CORSA 48.5i E-DRIVE: 100.5/101.5/102.5. CORSA 49.0i E-DRIVE: 101.5/102.5/103.5. CORSA 49.5i E-DRIVE: 102.5/103.5/104.5. CORSA 50.0i E-DRIVE: 103.5/104.5/105.5. CORSA 50.5i E-DRIVE: 104.5/105.5/106.5. CORSA 51.0i E-DRIVE: 105.5/106.5/107.5. CORSA 51.5i E-DRIVE: 106.5/107.5/108.5. CORSA 52.0i E-DRIVE: 107.5/108.5/109.5. CORSA 52.5i E-DRIVE: 108.5/109.5/110.5. CORSA 53.0i E-DRIVE: 109.5/110.5/111.5. CORSA 53.5i E-DRIVE: 110.5/111.5/112.5. CORSA 54.0i E-DRIVE: 111.5/112.5/113.5. CORSA 54.5i E-DRIVE: 112.5/113.5/114.5. CORSA 55.0i E-DRIVE: 113.5/114.5/115.5. CORSA 55.5i E-DRIVE: 114.5/115.5/116.5. CORSA 56.0i E-DRIVE: 115.5/116.5/117.5. CORSA 56.5i E-DRIVE: 116.5/117.5/118.5. CORSA 57.0i E-DRIVE: 117.5/118.5/119.5. CORSA 57.5i E-DRIVE: 118.5/119.5/120.5. CORSA 58.0i E-DRIVE: 119.5/120.5/121.5. CORSA 58.5i E-DRIVE: 120.5/121.5/122.5. CORSA 59.0i E-DRIVE: 121.5/122.5/123.5. CORSA 59.5i E-DRIVE: 122.5/123.5/124.5. CORSA 60.0i E-DRIVE: 123.5/124.5/125.5. CORSA 60.5i E-DRIVE: 124.5/125.5/126.5. CORSA 61.0i E-DRIVE: 125.5/126.5/127.5. CORSA 61.5i E-DRIVE: 126.5/127.5/128.5. CORSA 62.0i E-DRIVE: 127.5/128.5/129.5. CORSA 62.5i E-DRIVE: 128.5/129.5/130.5. CORSA 63.0i E-DRIVE: 129.5/130.5/131.5. CORSA 63.5i E-DRIVE: 130.5/131.5/132.5. CORSA 64.0i E-DRIVE: 131.5/132.5/133.5. CORSA 64.5i E-DRIVE: 132.5/133.5/134.5. CORSA 65.0i E-DRIVE: 133.5/134.5/135.5. CORSA 65.5i E-DRIVE: 134.5/135.5/136.5. CORSA 66.0i E-DRIVE: 135.5/136.5/137.5. CORSA 66.5i E-DRIVE: 136.5/137.5/138.5. CORSA 67.0i E-DRIVE: 137.5/138.5/139.5. CORSA 67.5i E-DRIVE: 138.5/139.5/140.5. CORSA 68.0i E-DRIVE: 139.5/140.5/141.5. CORSA 68.5i E-DRIVE: 140.5/141.5/142.5. CORSA 69.0i E-DRIVE: 141.5/142.5/143.5. CORSA 69.5i E-DRIVE: 142.5/143.5/144.5. CORSA 70.0i E-DRIVE: 143.5/144.5/145.5. CORSA 70.5i E-DRIVE: 144.5/145.5/146.5. CORSA 71.0i E-DRIVE: 145.5/146.5/147.5. CORSA 71.5i E-DRIVE: 146.5/147.5/148.5. CORSA 72.0i E-DRIVE: 147.5/148.5/149.5. CORSA 72.5i E-DRIVE: 148.5/149.5/150.5. CORSA 73.0i E-DRIVE: 149.5/150.5/151.5. CORSA 73.5i E-DRIVE: 150.5/151.5/152.5. CORSA 74.0i E-DRIVE: 151.5/152.5/153.5. CORSA 74.5i E-DRIVE: 152.5/153.5/154.5. CORSA 75.0i E-DRIVE: 153.5/154.5/155.5. CORSA 75.5i E-DRIVE: 154.5/155.5/156.5. CORSA 76.0i E-DRIVE: 155.5/156.5/157.5. CORSA 76.5i E-DRIVE: 156.5/157.5/158.5. CORSA 77.0i E-DRIVE: 157.5/158.5/159.5. CORSA 77.5i E-DRIVE: 158.5/159.5/160.5. CORSA 78.0i E-DRIVE: 159.5/160.5/161.5. CORSA 78.5i E-DRIVE: 160.5/161.5/162.5. CORSA 79.0i E-DRIVE: 161.5/162.5/163.5. CORSA 79.5i E-DRIVE: 162.5/163.5/164.5. CORSA 80.0i E-DRIVE: 163.5/164.5/165.5. CORSA 80.5i E-DRIVE: 164.5/165.5/166.5. CORSA 81.0i E-DRIVE: 165.5/166.5/167.5. CORSA 81.5i E-DRIVE: 166.5/167.5/168.5. CORSA 82.0i E-DRIVE: 167.5/168.5/169.5. CORSA 82.5i E-DRIVE: 168.5/169.5/170.5. CORSA 83.0i E-DRIVE: 169.5/170.5/171.5. CORSA 83.5i E-DRIVE: 170.5/171.5/172.5. CORSA 84.0i E-DRIVE: 171.5/172.5/173.5. CORSA 84.5i E-DRIVE: 172.5/173.5/174.5. CORSA 85.0i E-DRIVE: 173.5/174.5/175.5. CORSA 85.5i E-DRIVE: 174.5/175.5/176.5. CORSA 86.0i E-DRIVE: 175.5/176.5/177.5. CORSA 86.5i E-DRIVE: 176.5/177.5/178.5. CORSA 87.0i E-DRIVE: 177.5/178.5/179.5. CORSA 87.5i E-DRIVE: 178.5/179.5/180.5. CORSA 88.0i E-DRIVE: 179.5/180.5/181.5. CORSA 88.5i E-DRIVE: 180.5/181.5/182.5. CORSA 89.0i E-DRIVE: 181.5/182.5/183.5. CORSA 89.5i E-DRIVE: 182.5/183.5/184.5. CORSA 90.0i E-DRIVE: 183.5/184.5/185.5. CORSA 90.5i E-DRIVE: 184.5/185.5/186.5. CORSA 91.0i E-DRIVE: 185.5/186.5/187.5. CORSA 91.5i E-DRIVE: 186.5/187.5/188.5. CORSA 92.0i E-DRIVE: 187.5/188.5/189.5. CORSA 92.5i E-DRIVE: 188.5/189.5/190.5. CORSA 93.0i E-DRIVE: 189.5/190.5/191.5. CORSA 93.5i E-DRIVE: 190.5/191.5/192.5. CORSA 94.0i E-DRIVE: 191.5/192.5/193.5. CORSA 94.5i E-DRIVE: 192.5/193.5/194.5. CORSA 95.0i E-DRIVE: 193.5/194.5/195.5. CORSA 95.5i E-DRIVE: 194.5/195.5/196.5. CORSA 96.0i E-DRIVE: 195.5/196.5/197.5. CORSA 96.5i E-DRIVE: 196.5/197.5/198.5. CORSA 97.0i E-DRIVE: 197.5/198.5/199.5. CORSA 97.5i E-DRIVE: 198.5/199.5/200.5. CORSA 98.0i E-DRIVE: 199.5/200.5/201.5. CORSA 98.5i E-DRIVE: 200.5/201.5/202.5. CORSA 99.0i E-DRIVE: 201.5/202.5/203.5. CORSA 99.5i E-DRIVE: 202.5/203.5/204.5. CORSA 100.0i E-DRIVE: 203.5/204.5/205.5. CORSA 100.5i E-DRIVE: 204.5/205.5/206.5. CORSA 101.0i E-DRIVE: 205.5/206.5/207.5. CORSA 101.5i E-DRIVE: 206.5/207.5/208.5. CORSA 102.0i E-DRIVE: 207.5/208.5/209.5. CORSA 102.5i E-DRIVE: 208.5/209.5/210.5. CORSA 103.0i E-DRIVE: 209.5/210.5/211.5. CORSA 103.5i E-DRIVE: 210.5/211.5/212.5. CORSA 104.0i E-DRIVE: 211.5/212.5/213.5. CORSA 104.5i E-DRIVE: 212.5/213.5/214.5. CORSA 105.0i E-DRIVE: 213.5/214.5/215.5. CORSA 105.5i E-DRIVE: 214.5/215.5/216.5. CORSA 106.0i E-DRIVE: 215.5/216.5/217.5. CORSA 106.5i E-DRIVE: 216.5/217.5/218.5. CORSA 107.0i E-DRIVE: 217.5/218.5/219.5. CORSA 107.5i E-DRIVE: 218.5/219.5/220.5. CORSA 108.0i E-DRIVE: 219.5/220.5/221.5. CORSA 108.5i E-DRIVE: 220.5/221.5/222.5. CORSA 109.0i E-DRIVE: 221.5/222.5/223.5. CORSA 109.5i E-DRIVE: 222.5/223.5/224.5. CORSA 110.0i E-DRIVE: 223.5/224.5/225.5. CORSA 110.5i E-DRIVE: 224.5/225.5/226.5. CORSA 111.0i E-DRIVE: 225.5/226.5/227.5. CORSA 111.5i E-DRIVE: 226.5/227.5/228.5. CORSA 112.0i E-DRIVE: 227.5/228.5/229.5. CORSA 112.5i E-DRIVE: 228.5/229.5/230.5. CORSA 113.0i E-DRIVE: 229.5/230.5/231.5. CORSA 113.5i E-DRIVE: 230.

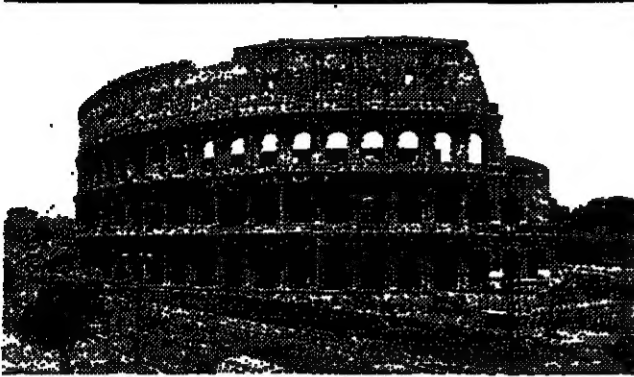
ITALY'S CORRUPTION SCANDAL

The corruption scandal spreading through the top tiers of Italian political and corporate life shows no sign of abating. Public outrage is rising. Demand for fundamental political reform is irresistible, while the cosy business practices which perverted the public tendering process and enriched the construction sector are a thing of the past. Italy's business community is reeling from the arrests of senior executives. International investors are worried. But how badly has the scandal damaged the political establishment in Rome and Italy's business community centred in Milan? Will Italy's always flexible and sometimes free-wheeling corporate culture be indelibly changed?

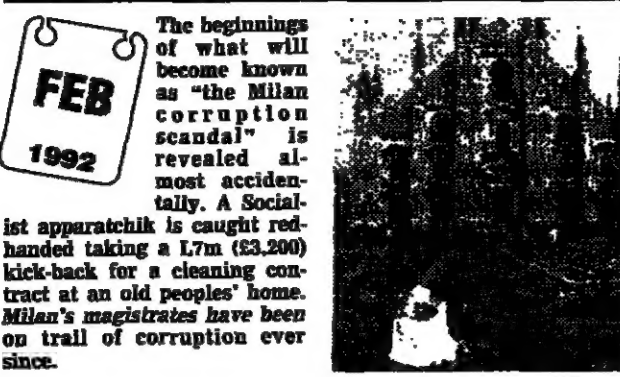
FT writers examine the state of the scandal and look at how it has affected business life in Italy.

A tale from two cities

ROME The wreckage wrought on the body politic



MILAN The sword hanging over the business community



MAY 1992 The effects of the scandal reach the capital. Milan's magistrates ponder whether to ask parliament to waive immunity on the outgoing Socialist minister of tourism and a recently re-elected Socialist deputy who is also the brother-in-law of Bettino Craxi, the long-time leader of the Socialist party and former prime minister. Craxi is widely expected to head the government being formed in the wake of last month's national election stalemate.

JUN 1992 The outgoing minister for public works is served notice by Rome's magistrates that he is under investigation. Craxi agrees to withdraw candidature for prime minister. Giuliano Amato, former Socialist treasury minister and head of the special commission looking into Milan scandal, forms government.

JUL 1992 Chamber of Deputies agrees to waive parliamentary immunity on five MPs. A total of 13 MPs and former ministers are now under investigation by Milan magistrates. Nine more are being investigated in other parts of the country.

DEC 1992 Craxi is told he is under investigation by Milan magistrates. Parliament agrees to waive immunity of Socialist deputy leader and former foreign minister so that Venice magistrates can investigate allegations against him. Socialist party executive postpones decision on Craxi's leadership.

JAN 1993 Craxi served with second notice by Milan magistrates, who ask parliament to waive his immunity. Rome magistrates investigate purchase by Treasury of buildings in Rome. Forty-four people, including senior civil servants and a former treasury director-general, are charged. Police raid offices of Socialists.

FEB 1993 Claudio Martelli, Socialist justice minister, resigns after being told he is under investigation in Milan. The number of separate investigation notices to Craxi increases to six. Craxi resigns as party leader after 16 years in the job. Gabriele Cagliari, president of Eni, told by Rome magistrates he is under investigation. Two under-secretaries in Budget and Interior ministries are warned. Prominent figures in parties other than Socialists are increasingly involved in investigations. Health minister Francesco De Lorenzo resigns after deputies vote to remove immunity. Finance minister Giovanni Goria resigns. Although not under recent judicial investigation, he has been embroiled in another long-running investigation. Tension rises as magistrates in Rome, Milan and other cities order a wave of arrests. Republican party leader Giorgio La Malfa resigns immediately after being informed he is under investigation. More than 50 deputies and senators are now caught up in the various investigations.

MAR 1993 A hitherto obscure television programme presenting court cases becomes mass viewing. Craxi says magistrates are in co-ordinated plan to decapitate Socialist influence. Amato's four-party coalition agrees on legislation that would transfer the investigation of illegal political funding from magistrates to politically appointed regional prefects. There is public uproar. Milan magistrates object. Environment minister Carlo Ripa di Meana resigns in protest, and President Oscar Luigi Scalfaro refuses to sign the government's decree that would open way for a political solution. Amato wins backing of coalition parties after turbulent parliamentary debate, but widespread protest continues. Amato leaves proposed legislation with a divided parliament. More than 1,000 senior politicians and businessmen are now under investigation, but this is likely to prove to be only the tip of the iceberg.

MAY 1992 The scandal enters its third month with the charging of two leading figures in the construction industry. Six other prominent people in the industry have already been charged. Most notably, Enzo Papi, managing director of Fiat's big building subsidiary, is detained. In all, 26 businessmen, municipal officials and local politicians have now been arrested.

JUN 1992 Number of accused prominent businessmen and politicians rises to more than 40. Police announce that a prominent Socialist killed himself after going to see investigators.

JUL 1992 Salvatore Ligresti, the king of construction in Milan and one of Italy's richest men, is arrested. Seventy-six local and national politicians have been either charged or are under investigation.

DEC 1992 The lira, already buffeted by turmoil in the ERM, for the first time comes under pressure because of Italy's political uncertainty.

JAN 1993 Magistrates announce that Paolo Berlusconi, the younger brother of media magnate Silvio Berlusconi, will be put on trial. He is latest of 35 businessmen and politicians who magistrates say will go to trial. Magistrates widen investigations to include reorganisation of chemicals industry in 1990. Under investigation are Eni, the state oil concern, the Ferruzzi Group's Montedison, and Anas, the state road building authority. The number of persons arrested since the beginning of the scandal passes 100.

FEB 1993 Financial markets are rattled by fears of political chaos. Heavy selling of shares, and the lira slides. Intervention restores calm to markets. A total of 105 businessmen, politicians and civil servants are said to have confessed to taking part in a system whereby public contracts were awarded on the basis of illicit payments to fund party organisations. Latest line of investigation centres on the electricity generating industry. More arrests, increasingly involving prominent business figures. Two top Fiat executives are arrested in their Turin homes, one of whom is the group's chief financial officer. Magistrates announce that Raul Gardini, former head of Ferruzzi-Montedison, is under investigation.

MAR 1993 Italy's credit ratings begin to be affected. Standard & Poor's announces downgrading after Moody's places the country's debt under review. Gabriele Cagliari, president of Eni, arrested. Share prices fall, and Bank of Italy forced to support lira. Calm restored to markets. Chairmen of four big Eni subsidiaries arrested, and police raid group's operating headquarters.

Magistrates hold key to unlocking of Tangentopoli

They will set the investigation agenda, writes Robert Graham

OVER the weekend the Italian media felt obliged to comment on a non-event. No new arrests had been carried in any of the country's ever more numerous corruption scandals which centre on the illicit funding of political parties through bribes on contracts.

Such arrests have become such a part of the fabric of daily life that it is indeed an occasion when nothing happens. But this is only a pause.

The anti-corruption drive has gone too far to be halted easily and is now attacking the heart of the post-war politico-economic system. The traditional balance of power has altered and the politicians no longer control the judiciary; or rather that part of the judiciary which matters, the investigating magistrates.

A weak government and a fractious parliament have tried, and failed, to impose a political solution which would limit the scope and consequences of the corruption investigations. As a result the magistrates, particularly those in Milan, are setting the agenda. The speed and scope of the investigations will be determined for the foreseeable future by the ability and willingness of the magistrates to proceed. The public is firmly behind them. Anger is rising as proof accumulates of what has been little short of the rape of the state during the last two decades.

The need for a political solution, which prime minister Giuliano Amato began to explore last month, was and remains real. If Italy's system has been so permeated by corruption, the very institutions of democracy risk being weakened if the judicial surgery is too abrupt and all-embracing.

Secondly, there is the issue of how guilt is apportioned in a system that is so thoroughly corrupt, and whether individuals are to be punished or whether society as a whole should be blamed for allowing the situation to develop. Finally, the sheer volume of work both at the investigative, prosecution and then appeal stage threatens to bring an already torpid and bureaucratic judicial system to a standstill.

Italy cannot afford to have the corruption scandals carried through the courts for the next six to 10 years without political instability and serious economic disruption. Already, Italian companies are worried about their image abroad.

It is now clear that the scope for investigation is limitless. What started out a year ago with Milan being dubbed *Tangentopoli* (literally bribe city) has become *Tangentopoli* (bribe cities).

Large and small cities alike have seen their favourite sons either indicted or reputations ruined. Milan, Naples, Turin and Rome — the four biggest cities — are without political guidance as the ruling coalitions have been decimated by a combination of arrests and alliances broken in the fall-out from corruption scandals.

In northern and central Italy the political elite is on the retreat, if not disappearing. Political control of the public sector, through state companies and thousands of municipally owned entities, which has been the central element in the corrupting process, has been undermined. To some extent all the major state concerns are involved — Iri, the state holding company; Enel, the electricity authority; Efim, the industrial holding company in liquidation; Eni, the state energy company and Anas, the roads authority.

The enormous bounty of power station contracts in Enel's patronage is emerging as a key source of bribes paid by contractors to the political parties. But Eni is rapidly becoming the centre of attention. Last week, Mr Gabriele Cagliari, the Eni chairman, along with the heads of the company's four major subsidiaries, was arrested on charges of illicit party funding and falsifying accounts.

Magistrates are investigating three main areas of Eni activity: ● The involvement of Eni with Banco Ambrosiano prior to the latter's collapse in 1982, and the payment into a Swiss bank account of money for the Socialists; ● The reorganisation of the chemicals industry with Ferruzzi's Montedison in 1989-90; ● The use of Eni's subsidiaries in providing funds to parties based on foreign contracts (such as gas supplies from Algeria) and the profits derived from dealing in oil and other hydrocarbon commodities through Swiss associates.

All these promise explosive revelations concerning the scale of money taken by individuals and the parties through manipulation of state companies, as well as exposing the "Swiss connection" in Italian business dealings. The issue of individual enrichment in taking kickbacks has not been touched. At least 30 per cent of the £5,000bn (£2.5bn) — £5,000bn believed to have been taken annually in "commissions" went not to political parties but to individuals in kind or cash. Milan magistrates have left this issue to one side.

Other areas which have yet to fall within the magistrates' net include government investment and procurement for the railways, which is planning massive investment in a high-speed train network, and the defence sector. The civil service itself is only just beginning to be touched with investigations into public works, overseas aid controlled by the Foreign Ministry and export credit guarantees.

Equally, the investigations remain essentially a phenomenon of north and central Italy. This is because the grip of the Christian Democrats and Socialists remains strongest in the south and the judiciary there is more susceptible to political pressure. In the south, too, the thrust of magistrates' energy tends to be directed at organised crime.

The party most visibly affected has been the Socialists, but smaller parties have also suffered. The only parties to emerge with a clean sheet so far are the communist splinter group, Reconstructed Communism, La Rete (The Network, the Sicily-based reform movement), the neo-fascist MSI and the Lombard League, whose rise to power derives precisely from its opposition to the corrupt old system in the north.

These are stridently calling for the corrupt to be punished and are likely to be the main beneficiaries if elections were to be held under the present system of proportional representation. Yet even they recognise that the old system is unworkable in the long term. Only a new parliament elected on a fresh set of electoral regulations is likely to have the moral authority to deal with the issues raised by *Tangentopoli*.

Politicians start feeling downside of family ties

By Robert Graham

THE CLOSE-KNIT nature of the Italian family is proving to have some disadvantages as the reputations of politicians and businessmen become damaged by close relatives caught up in the scandals.

Take the case of Mr Francesco de Lorenzo, a member of the Liberal party who resigned on February 19 as minister of health. That morning his 89-year-old father, Ferruccio, had been arrested on allegations that he received an illegal commission of £1.7bn (£741,000) for a series of property deals. Mr de Lorenzo owed his political career to contacts of his father in his political fiction of Naples.

His father, a prominent Naples doctor, has been three times a parliamentary deputy, a former under-secretary of health and for years head of the national medical association. The allegations of corruption centred on the property purchases for the doctors' health insurance association which Ferruccio de Lorenzo headed.

Although resignation is rare in Italian politics, Francesco de Lorenzo, as minister in charge of the medical profession, was left with little alternative.

The activities of Mr Michele de Mita forced his well-known elder brother, Ciriaco, to resign from his key post as head of the joint parliamentary constitutional reform commission on March 2. This followed Michele's arrest in connection with an alleged foodstuffs fraud linked to the 1980 earthquake at Irpinia, southern Italy.

Ciriaco, a former Christian Democrat prime minister and heavyweight on the left of the party, is the local potentate around Avellino, one of the areas most affected by the earthquake and where mis-

management of disaster relief funds has been most keenly felt.

Others have been more fortunate in limiting the damage caused by the involvement of some family members with the law. Mr Bruno Tronchetti Provera, head of Mariani, a company involved in a consortium setting up a gas distribution network in Milan, was arrested for allegedly paying a bribe of £1.6bn (£897,000) to a Republican party politician. Although Bruno is brother of Marco, chief executive of Pirelli, and although Mariani is linked by shareholdings to the tyre group, the two have managed to stay separate.

On the other hand the higher public profile of Mr Silvio Berlusconi, the media magnate, has also brought his links with the Socialists under scrutiny; and he has had to make very clear that his Fininvest is no longer involved in Milan property dealings.

Mr Craxi, who risks losing parliamentary immunity to face charges of alleged corruption, never ceases to castigate the press and the magistrature for singling out his family for vilification.

According to Mr Mario Chiesa, a Socialist party functionary and the first person caught in the scandal and to confess to Milan magistrates, he helped "Bobo" (Bettino's son) into politics using funds illicitly collected from contract kickbacks. "Bobo" has now withdrawn from politics.

Stefania, Bettino's daughter, has been portrayed by the press as unfairly benefiting from her father's influence and the Socialists' control of the second state television channel to set up a TV production company.

Mr Craxi is also foisted with the plight of his brother-in-law, Mr Paolo Pillitteri, former mayor of Milan, who faces charges of illicit party financing.

By Robert Graham in Rome

FROM confessions of businessmen, politicians and civil servants it has become clear that virtually all transactions from the mid-1980s onwards in the public sector were subject to bribes and commissions. This was also true of a considerable slice of private construction activity, as well as supply contracts.

How much was creamed off in bribes and illicit commissions each year? How much did this cost the economy?

Total public spending in 1992 was £135,000bn (£59bn)-£70,000bn (£30bn) on the purchase of goods and services and £65,000bn (£28bn) in investments.

According to confessions to the investigating magistrates, supply contracts routinely carried a commission of between 5 and 10 per cent.

Public works contracts, which totalled £30,000bn, carried a 3 per cent commission. But this rose to 4 per cent in the case of private treaty deals with Anas, the roads authority (which accounted for 10 per cent of public works contracts).

Building permits and property development permissions carried a commission of 6-8 per cent of the value of the project. The construction industry had a turnover of £156,000bn in 1992.

On a crude median of 5 per cent for both supply and investment projects, and total public spending of £135,000bn in 1992 — then £6,750bn (£3bn) was paid out last year in bribes. If this is reduced because some expenditure reflects projects on which commissions have already been paid, then the figure could be cut to a minimum of £5,000bn (£2.2bn).

But this figure only includes public sector spending. Public works contracts represent a mere 20 per cent of the con-

struction industry's annual turnover of £156,000bn.

When building permits and permissions for property developments are factored in, it would not be unreasonable to put a figure of around £6,000bn (£2.6bn) per year being creamed off.

How much of this went into private pockets and how much to the political parties is hard to tell.

According to those who have confessed to the magistrates, at least 30-40 per cent of total bribes paid went directly to personal enrichment — much more in the case of the private construction sector and the granting of building permits.

It is also difficult to distinguish between benefits in kind which have been connected to party work — free travel, gifts, apartments, telephones, etc — and direct self-enrichment.

The cost to the economy has to be measured partly by: ● the extent to which contract values are increased to absorb the bribes/commissions;

● the increased cost of contracts due to the absence of competition. Ministry officials say public works contracts could well have been inflated by 15 per cent or more.

There is also the hidden cost of high public spending, reflected in the public sector deficit equivalent to almost 11 per cent of gross domestic product and the expense of both borrowing and servicing Italy's huge national debt, equivalent to about 107 per cent of GDP.

This latter element is extremely important if at the beginning of the 1990s corruption had a silver lining, in that it encouraged greater private consumption expenditure and even investment into the economy, by the end of the 1980s the accumulated impact was simply to fuel ever-higher public spending, thus substantially raising the national debt.

EC Documentation—Fast • Easy • Economical

New Commission Proposals — Council Common Positions — Parliament Session Documents — and more

One easy source for all documents from all EC institutions—old and new.

Just 3 of the 98 new documents this past week:

- Council adopts common position on marketing medicinal products...
- Commission proposes 'Common Policy on Safe Seas'...
- Commission begins antidumping proceedings on Japanese TV camera systems.

Need EC documents? Let us get them for you immediately.

Delivery by courier, mail, or fax. Satisfaction guaranteed.

European Document Research

Boulevard Charlemagne 44, B-1040 Brussels; (32-2) 230.88.14; Fax: (32-2) 230.89.65

Official agent of the European Communities' Office for Official Publications

DON'T TRAVEL WITHOUT US.

Foreign competitors may win the ultimate kickback

Scandal threatens to count against Italian companies seeking public sector deals at home and abroad, writes Haig Simonian

BUSINESS as usual is the motto at most Italian companies, whether the minority tainted by arrests and allegations of paying kickbacks or the vast majority so far unaffected. However, the unwinding scandal has not gone unnoticed by Italy's exporters or the thousands of foreign companies operating subsidiaries in the country.

Leading exporters largely brush off the effects of the scandal on their businesses, describing the affair as being limited to domestic public-sector contracts. However, there are already signs that their foreign competitors may be trying to turn matters to their advantage.

So far, there have been no examples of big contracts being lost. However, with other European markets in recession and competition in many of the industrial sectors in which Italians specialise growing ever more cut-throat, it may not be long before an important deal slips through a company's fingers because of the impact of the scandal.

Some state-owned companies may already be feeling the impact. Italstrade, the big civil engineering arm of the Iri state holding company, believes it may have lost its chances of winning a tunneling contract for London Underground's Jubilee line extension because of financial

problems at its parent and adverse publicity.

The company, which is part of Iri's loss-making Iritecna building and general contracting subsidiary, has already signed a letter of intent to build a tunnel under the Thames for a section of the new line. But hopes to construct a further part from London Bridge Station appear to be receding after requests for more information and guarantees about the position of the parent company.

Mr Eberhard von Koerber, the deputy chairman of the multinational ABB engineering group, who is also responsible at board level for the Italian market, has had

ample reason to get to know the Italian market. ABB is believed to be interested in both the big state-owned engineering groups on the privatisation list - Nuovo Pignone, the turbines and compressors subsidiary of the Eni energy and chemicals concern and Breda Costruzioni Ferroviarie, the railway equipment group owned by the Efin state holding company, now in voluntary liquidation.

Mr Von Koerber was blunt: "... The Italian managers with whom I met to discuss [privatisation] are either in jail, disappear at night, or have been fired. That would be inconceivable in Germany."

Last week, Mr Franco Ciatti, Nuovo Pignone's chairman, was arrested on allegations linked to the corruption scandal. So far, the investigations have not touched BCF.

But ABB itself has been caught up in the net. Earlier this year, Mr Umberto di Capua, head of its big Italian subsidiary, was arrested and briefly detained in San Vittore prison on allegations of kickbacks linked to orders for Milan's new third metro line. The allegations followed the interrogation last year of Mr Ivo Brasilia, another ABB executive.

"We all knew that in Italy, things tended to be done differently than in other coun-

tries," said Mr Von Koerber. "But if there's a strong state role in the economy and legislation which is not very clear on financing parties, it's possible to arrive at the sort of situation which is now being dismantled."

Italian exporters have had a strong reputation for innovation, technical expertise and a strong commercial sense. Of late their competitive edge has been sharpened by the devaluation of the lira against most major currencies. But with stiff competition in the markets, few should be surprised if their foreign competitors start benefiting as the domestic corruption scandal rumbles on.

Privatisation candidates in the spotlight

By Haig Simonian

ITALY'S ambitious privatisation programme avoided the taint of the growing scandals until last week, when a series of raids by Milan magistrates against subsidiaries of Eni, the state energy and chemicals group, brought prime candidates for privatisation directly under the scandal spotlight.

Last Monday Mr Franco Ciatti, chairman of the Nuovo Pignone turbines subsidiary of Eni, was arrested on corruption charges, along with Mr Gabriele Cagliari, Eni's chairman, who was also accused of illegal funding of political parties.

On Wednesday night, Mr Raffaele Santoro, Mr Pio Pignone and Mr Giovanni dell'Orto, chairman of Eni's Agip petroleum, Snam gas distribution and Saipem exploration subsidiaries respectively, were detained on charges of illegal party funding and falsifying company accounts.

Nuovo Pignone is one of the most prominent candidates for privatisation, while both Agip and Snam had been hoping to float part of their capital under a long-heralded scheme to bring in private shareholders.

The latest developments will complicate a privatisation programme which had already

needed to pave the way for a self-off.

There are convincing reasons for the delays in bringing other transactions to fruition. For example, it is believed that Merrill Lynch, the US investment bank sounding out buyers for Credito Italiano, has failed to find a suitable candidate.

Its remit has been complicated by the likely L5,000bn (£2.7bn) price tag for the 67 per cent stake held by the Iri state holding company and the public tender offer that would subsequently be required under new house laws for the remaining shares floating on the stock market.

The sale has also been stymied by poor timing by the government. Efforts to dispose of the well-regarded bank have been complicated by the forthcoming sale of Banca Commerciale Italiana, one of Italy's most prestigious financial institutions. Many buyers, especially the consortia of domestic financial and insurance interests seen as the most likely candidates, are waiting for EC1 to come on the block.

The outlook for selling the big Treasury-owned IMI investment banking and insurance concern to a group of savings banks, led by Milan's Cariplo, remains unclear as the long-running saga, now well into its second year, rolls on.

Nuovo Pignone should have been relatively easy to sell, given its strong reputation for turbines and compressors. However, Mr Ciatti's arrest and the fact that much of its business comes from Eni complicates assessments of its value and saleability. The works council at Nuovo Pignone's Florence headquarters this week called for privatisation to be suspended.

Plans to float Agip and Snam have also been tainted by the corruption scandal. The latest setback comes on top of existing differences in the government over Eni. While some officials want the flotations, probably involving 10-20 per cent of the shares in each subsidiary, to go ahead quickly, others are still pressing for a flotation of Eni itself.

The latest wave of arrests at the group could, surprisingly, speed that process. While the next few months are likely to be turbulent, the call for a "fresh start" - probably linked to privatisation - could prove irresistible. The blow to some of the group's most powerful subsidiaries, which were previously stressing their independence, may strengthen the hand of those calling for flotation of the group, rather than its subsidiaries.

The Iri insurance group represents one of the government's most attractive candidates. Yet an embarrassing and highly public difference of opinion between the group's chairman and managing director over its restructuring means plans to privatise the company could still be delayed.

Setbacks to the government's timetable mean some smaller privatisations may jump the queue. Prominently placed until last week's arrests were Eni's Savio textile machinery operation and the Agip Coal natural resources operation. However, both transactions may now be held up.

Progress may also be forthcoming in disposing of some of the more attractive assets of the Efin state holding company, now in voluntary liquidation. Formal bids for Efin's big Siv glass subsidiary are expected to be invited later this month.

There has also been considerable behind-the-scenes activity among potential buyers for Efin's Breda Costruzioni Ferroviarie railway equipment maker. In both cases, however, the proceeds will be little more than a drop in the ocean of the government's overall privatisation targets, given the modest financial performance of the two companies.

Swiss tired of being Europe's laundrymen

By Ian Rodger in Zurich

IT SEEMS that whenever there is an Italian scandal, there is a Swiss connection.

From the Chiasso affair in the late 1970s through to the Tangentopoli affair that is now shaking Italy's entire political system, Swiss banks always appear in a prominent, if rather sleazy, role.

Last week yet another connection emerged when Mr Pierfrancesco Pacini Battaglia was named as one of the main intermediaries funneling kickbacks from Eni, the Italian state energy group, to political parties.

Mr Pacini Battaglia, now under arrest, apparently managed his funds through a small Geneva private bank called Banque Karfenco, of which he is a director.

Now, however, there are signs that not only the Italians, but also the Swiss, are tiring of what has been a mutually convenient arrangement for decades.

Last weekend, police in the Italian-speaking canton of Ticino confirmed that Mrs Carla Del Ponte, the chief prosecutor, has been receiving special protection for several months. She has been particularly vigorous in investigating Mafia cases.

Later this year, the Swiss federal government plans to pass a package of tough penal law reforms aimed at preventing criminals everywhere from using Swiss banks.

And leaders of the Swiss financial community are urging the authorities to accelerate appeal procedures behind which suspects have been able to hide for years.

"The appeal process is too complicated. It is not in our interest to slow down the pro-



cess," Mrs Gertrud Erismann of Union Bank of Switzerland says.

UBS is the other Swiss bank that has been publicly linked so far with the political corruption scandals in Italy. Mr Silvano Lenzini, a close associate of Mr Bettino Craxi, the former Italian prime minister, opened the so-called "Protezione" account at UBS's Lugano branch in 1979.

Over the subsequent two years, Mr Roberto Calvi, then president of Banco Ambrosiano, paid \$7m (£4.9m) into it, and it is alleged that Mr Craxi and Mr Claudio Martelli, the former justice minister, subsequently had access to the account.

UBS was embarrassed by demands from the Geneva police last autumn for information on the account, which were accompanied by an insistence that the client not be informed. UBS felt obliged to appeal on behalf of the client, even though it did not want to hinder the investigation. Geneva police have since allowed the client to be informed and UBS has withdrawn from the appeal.

Switzerland was slow in responding to changing international attitudes to dirty money. In the early 1980s, Bern

enraged US authorities by being less than helpful in US demands for help in a few insider trading investigations.

In the late 1980s, the country came to be seen as a main centre for drug money laundering, especially by the Italian Mafia. A 1988 federal parliamentary commission accused the public prosecutor of laxity in pursuing narcotics investigations, and a book with the cheeky title *Switzerland Wasbes Whiter* became a best seller.

Also, banks were henceforth obliged to know the real beneficial owners of their accounts.

This tightening has already had a significant impact. In August 1990, amendments to the penal code were passed

making it an offence for a Swiss banker knowingly to accept money that had been made from criminal activities.

The Swiss Federal Banking Commission backed up the new laws by making clear that it would regard the acceptance of dirty money through negligence as a possible contravention of the banking law's stipulation that the conduct of business be above reproach. Also, banks were henceforth obliged to know the real beneficial owners of their accounts.

This tightening has already had a significant impact. In August 1990, amendments to the penal code were passed

making it an offence for a Swiss banker knowingly to accept money that had been made from criminal activities.

The Swiss Federal Banking Commission backed up the new laws by making clear that it would regard the acceptance of dirty money through negligence as a possible contravention of the banking law's stipulation that the conduct of business be above reproach. Also, banks were henceforth obliged to know the real beneficial owners of their accounts.

This tightening has already had a significant impact. In August 1990, amendments to the penal code were passed

who reveals that he comes from southern Italy stands little chance of opening an account in Switzerland these days.

However, it does have weaknesses. Swiss bankers point out, for example, that many of the individuals being named in the current Italian scandal would have been welcomed as clients because of their high standing.

Now a second reform package is on the way. Justice ministry officials say it will make membership in a criminal organisation an offence. This is particularly significant with respect to the Mafia and the P2 Masonic Lodge.

Switzerland has treaties of mutual assistance on criminal cases with most countries, including Italy. However, the Swiss will only co-operate with a foreign government if the crime being pursued is also a crime in Switzerland. Thus, it will become easier for the Italian authorities to pursue Mafia and P2 cases in Switzerland.

The new law will also give Swiss bankers the right, if they are suspicious of a client, to tell the police without risking prosecution for violating bank secrecy. This will bring an end to the potential for conflicts of interest that tormented bankers after the 1990 reforms.

The Justice department also intends to set up a specialised office for dealing with organised crime and to establish liaison officers abroad, notably in Washington and at Lyons, the headquarters of Interpol.

All this does not mean that Swiss banks are going out of the financial haven business. For Italians, or anyone else, seeking to avoid tax, it is business as usual. Tax evasion is not a criminal offence in Switzerland.

Matters have been exacerbated by differences within the government over privatisation

received a cool response from potential buyers. Recession and unattractive strings attached to some of the biggest privatisation candidates mostly explain the lack of enthusiasm.

But matters have been exacerbated by differences within the government over privatisation. Last month for example, Prime Minister Giuliano Amato tried to push aside Mr Giuseppe Guarino, his industry minister, who had become a substantial obstacle to privatisation.

Mr Guarino's refusal to resign his portfolio in favour of Mr Paolo Baratta, who was later appointed privatisation supremo, highlighted the continuing strength of the political opposition to piecemeal self-offs. Ministers hope the transfer of responsibilities for privatisation from the industry ministry will help get the programme off the ground.

Only a handful of transactions have been concluded since the government made privatisation one of its priorities after taking office last year. And the deals which have been completed are small in scale compared with those still to be sold.

Still pending are the disposals of Credito Italiano, Italy's sixth biggest bank, and Nuovo Pignone, both of which were announced in September. Another big privatisation yet to be concluded is that of the food production side of the SME foods, retailing and catering group, and the planned flotation of an initial stake in the Iri insurance group.

SME should be the easiest to sell. The disposal of its food manufacturing activities - and possibly its supermarkets and catering business at a later stage - was advertised this month, and the deal should cause few problems.

But it could still go awry if opponents of the sale try to use the courts to block the complex division of the group into the three or four separate companies essential to the disposals.

Moreover, SME's Naples headquarters are occupied by dissident workers opposing the proposed break-up. They have prevented the retrieval of important documentation

Philosophical investors push up share prices despite probes

By Haig Simonian

UNDETERRED by the almost daily spectacle of new boardroom-level arrivals into Milan's decrepit San Vittore prison on corruption allegations, Italian shares have risen by about 14 per cent this year.

The resilience of equities to the revelations of tough penal law reforms aimed at preventing criminals everywhere from using Swiss banks.

And leaders of the Swiss financial community are urging the authorities to accelerate appeal procedures behind which suspects have been able to hide for years.

"The appeal process is too complicated. It is not in our interest to slow down the pro-

cess," Mrs Gertrud Erismann of Union Bank of Switzerland says.

UBS is the other Swiss bank that has been publicly linked so far with the political corruption scandals in Italy. Mr Silvano Lenzini, a close associate of Mr Bettino Craxi, the former Italian prime minister, opened the so-called "Protezione" account at UBS's Lugano branch in 1979.

Over the subsequent two years, Mr Roberto Calvi, then president of Banco Ambrosiano, paid \$7m (£4.9m) into it, and it is alleged that Mr Craxi and Mr Claudio Martelli, the former justice minister, subsequently had access to the account.

UBS was embarrassed by demands from the Geneva police last autumn for information on the account, which were accompanied by an insistence that the client not be informed. UBS felt obliged to appeal on behalf of the client, even though it did not want to hinder the investigation. Geneva police have since allowed the client to be informed and UBS has withdrawn from the appeal.

Switzerland was slow in responding to changing international attitudes to dirty money. In the early 1980s, Bern

enraged US authorities by being less than helpful in US demands for help in a few insider trading investigations.

In the late 1980s, the country came to be seen as a main centre for drug money laundering, especially by the Italian Mafia. A 1988 federal parliamentary commission accused the public prosecutor of laxity in pursuing narcotics investigations, and a book with the cheeky title *Switzerland Wasbes Whiter* became a best seller.

Also, banks were henceforth obliged to know the real beneficial owners of their accounts.

This tightening has already had a significant impact. In August 1990, amendments to the penal code were passed

making it an offence for a Swiss banker knowingly to accept money that had been made from criminal activities.

The Swiss Federal Banking Commission backed up the new laws by making clear that it would regard the acceptance of dirty money through negligence as a possible contravention of the banking law's stipulation that the conduct of business be above reproach. Also, banks were henceforth obliged to know the real beneficial owners of their accounts.

This tightening has already had a significant impact. In August 1990, amendments to the penal code were passed

Debt mountain still unclimbed amid turmoil

By Tracy Corrigan in London and Haig Simonian in Milan

THE URGENT economic problems facing Italy are being shunted to one side as a result of the political turmoil.

The greatest burden is the extremely high level of government debt. Italy's debt mountain currently accounts for around 107 per cent of the country's gross domestic product, and the government's deficit forecast of L155,000bn (£87.5bn) in 1993 is believed to be on the conservative estimate.

Even if the referendum on electoral reform on April 18 paves the way for a more stable government, the reform process is likely to take several months. Meanwhile, hopes generated by the deficit reduction package agreed last autumn have faded, as the political storm clouds have cast doubt over its implementation.

Italy is trapped in a vicious circle: its problem is not only the size of its debt, but the enormous burden of interest payments, due to high interest rates.

Unlike the UK, Italy has not benefited from withdrawal from the European exchange rate mechanism by cutting interest rates because, without high interest rates, it will not be able to fund its government deficit. However, unless interest rates fall, servicing of the public debt will continue to eat up a large part of government revenues.

"If you took away the cost of servicing the debt mountain, Italy would actually be running a surplus," said Mr Andrew Roberts, Italian bond analyst at UBS Phillips & Drew.

In 1990 10-year Italian government bonds yielded 4 percentage points more than German government bonds, the same margin as existed between the inflation rates of both economies, so real returns were comparable. Currently,

10-year Italian bonds are yielding 12.85 per cent gross, 6.3 percentage points more than comparable German bond yields, despite the fact that inflation in Germany and Italy is now running at the same rate.

The result of the political turmoil, Italian bonds have largely failed to benefit from the recent rally in European bond prices, even underperforming bond markets such as Spain, which is also suffering from economic problems.

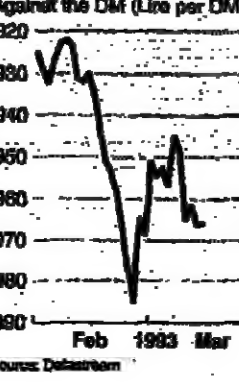
"If interest rates were close to where they are in Germany, that would cut the total deficit of L150,000bn by about 50 per cent," estimates Mr Steve Meier, a bond analyst at Credit Lyonnais Securities. "A 1 per cent cut in interest rates is worth about L15,000bn a year, while 1 per cent economic growth is worth about L10,000bn."

Of course, while interest rates remain high, the prospects of economy recovery will also be depressed.

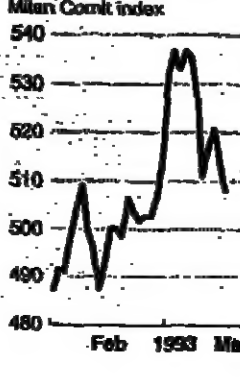
Italy's debt financing costs have been increased further by the fall in its credit ratings from the top level of triple-A to double-A minus by Standard & Poor's, and double-A 3 by Moody's, which is considering a further downgrade. Although these ratings apply only to the country's foreign currency debt, the impact of repeated downgrades has helped push up Italy's financing costs across the board.

Even though the cost of foreign borrowing has increased, the Italian government is likely to continue to borrow in foreign currencies, with lower interest rates, when such financing is available. Most recently, Italy raised DM5bn (£2.1bn) in the Eurobond market. However, the appetite of international investors for Italian paper will remain limited during the political upheaval. Meanwhile, a recent Ecu8bn (£6.6bn) loan by the European Community provides little more than temporary respite.

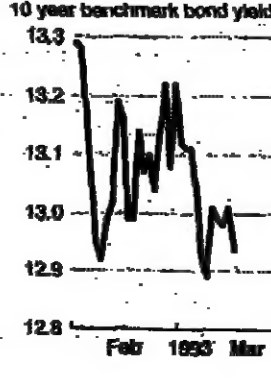
The Lira soars...



while shares rise...



and bond prices fall



NEWS: THE AMERICAS

Amnesty plan for Salvadoran abuses

By Damien Fraser in Mexico City and Michael Littlejohns at the UN in New York

EL SALVADOR'S President Alfredo Cristiani has proposed an amnesty for active and former high-ranking military officers blamed by a United Nations report for some of the worst atrocities of the country's 10-year civil war.

The report, released yesterday, cites "substantial proof" that General Rene Emilio Ponce, who resigned as defence minister on Friday, and four other military officers ordered the killing of six Jesuit priests in 1989. It says the late Mr Roberto D'Aubuisson, extreme right-wing leader of the Arena party, ordered the murder of Archbishop Oscar Romero in 1980. The US-trained Atlacatl battalion was held responsible for the massacre of a thousand

civilians at El Mozote in 1981.

The murders, assassinations and other human rights abuses were committed during a civil war that pitted the US-backed army and civilian government against left-wing guerrillas. The US gave the army and government around \$6bn in aid during the 1980s, despite accusations by human rights observers that the Salvadoran military was guilty of the crimes now described in the report.

The two sides reached a peace agreement last year, with the Salvadoran government agreeing to give the rebels land, purge the military, and reform the police and judiciary, and set up a commission to investigate the worst acts of violence.

The UN report was written by Mr Belisario Betancur, former Colombian president, Mr

Reynald Figueredo, former Venezuelan foreign minister, and US jurist Mr Thomas Burghall.

They also accuse leaders of the rebel Farabundo Martí National Liberation Front of killing and kidnapping civilians, mayors of cities under government control, dissidents in the rebel movement, judges and US military personnel.

The commission urged that those named in the report be barred from public office for 10 years, and be prohibited from ever holding military or security responsibility. It called for a special investigation into the death squads that killed tens of thousands of Salvadorans in the 1980s, believing that they continue to be a "potential menace".

According to the commission Gen Ponce, Gen Juan Orlando Zepeda, deputy defence minis-



Former defence chief Rene Emilio Ponce (right) is among military officers accused of atrocities

ter, and Gen Juan Rafael Bustillo, former air force commander, met on the eve of the murder of the six Jesuits, their housekeeper and her daughter and ordered Colonel Guillermo Benavides to have them killed "without any witnesses". Col

Benavides was convicted of the Jesuits' murder, and is serving a 30-year prison sentence.

At a ceremony in New York to release the report, Mr Boutros Boutros Ghali, the UN secretary general, appeared to offer some support to Mr Cris-

tiani's amnesty proposal.

Observing that the country had made great strides, but that peace-building was far from over, Mr Boutros Ghali said Mr Cristiani deserved the international community's encouragements in his efforts.

Winter storms kill over 100 in eastern US

By Nikki Tall in New York and Laurie Morse in Chicago

BUSINESSSES, commuters and home-owners along the eastern US seaboard struggled to return to normalcy yesterday after a winter storm left a trail of devastation in its wake and cost up to 115 lives.

In Florida, hard-hit by Hurricane Andrew last August, the storm system spawned about 50 tornadoes; in the New Jersey, Connecticut and New York state region around 300,000 homes were left without electricity and snow accumulations of up to 17 inches were recorded.

In New York hundreds of motorists spent yesterday morning digging parked cars out from mountainous snowdrifts, many created by the weekend's snow-ploughs.

East Coast airports were crowded with people trying to get away after being stranded through the weekend, when the nation's air transport system suffered one of its worst-ever disruptions.

Major motorways were reopening yesterday, but many smaller roads remained blocked, with some travellers still snowbound.

Early estimates put the insurance costs from the storm at hundreds of millions of dollars, although insurance companies said that it was too soon to attach a precise number to the claims.

"We just don't know at this stage," said Allstate, the large Illinois-based insurer. The American Insurance Associa-

tion, whose property-claims division provides industry-wide estimates of catastrophe losses, also said it was only just beginning to receive reports from member firms.

Mr John Snyder, senior vice-president at AM Best, the specialist rating agency, suggested that the storm which hit the East Coast in December might have been more damaging than last weekend's blizzard. The December storm resulted in more widespread flooding and coastal damage, and resulted in around \$650m of insured claims.

The latest disaster comes after a run of heavy catastrophe losses for big US property-casualty insurers and will exacerbate the financial pressures on the industry. The bomb blast under New York's World Trade Centre complex this month is estimated to have caused over \$1bn in insured damages, while Hurricane Andrew produced a record-breaking \$16bn-worth of claims.

In Florida, high winds battered grapefruit and orange crops, and frosts on Sunday and yesterday caused scattered damage to the fragile flowers that form next year's harvest, according to Mr Bobby McKown, of Florida Citrus Mutual, the state's largest growers' organisation. The damage was "minor" in comparison to storms and freezes that devastated Florida citrus in the 1980s, he said. Storms lift sugar price, Commodities Page

New York Post files for protection

By Karen Zagor in New York

THE New York Post yesterday filed for bankruptcy protection and failed to publish amid a newsroom mutiny.

The seemingly indestructible tabloid has bounced back from the verge of death several times in recent years, but the latest crisis may prove fatal. It was triggered by a staff revolt following plans to sack about 270 people by the Post's latest potential publisher, Mr Abe Hirschfeld.

On Friday, a bankruptcy

court judge ruled that property investor Mr Hirschfeld could acquire the paper. He immediately ordered dismissal of the editor and threatened to fire about a third of its staff.

Although the paper's current owner, property developer Mr Peter Kalikow, filed for protection from creditors in 1991, the paper was not part of his bankruptcy petition. Mr Kalikow continued to run the paper until January, when bank pressure forced him to put it up for sale. The Post lost about \$5m last year.

Brazil to resume state sell-offs

By Christina Lamb in Rio de Janeiro

SELL-OFF dates and minimum prices for two state companies have been announced by Brazil's President Itamar Franco in a clear sign that the privatisation programme is to resume after a four-month delay.

Petrobras, a petrochemicals company, will be auctioned on Friday at the minimum price of \$85.1m (\$60.6m). The sale of the National Steel Company has been scheduled for April 2 with a minimum price of \$1.6bn, despite complaints by its presi-

dent that it has been undervalued.

The decision to go ahead with the sales represents a policy turnaround for Mr Franco, who suspended the programme in December after making frequent criticisms.

Only two weeks ago Mr Antonio Barros de Castro, who as head of the National Development Bank was responsible for the programme, resigned, accusing the president of deliberately blocking the process. Last week Mr Eliseu Resende, the new finance minister, announced a "deepening and acceleration" of the pro-

gramme as one of his central policies. Ministry officials are even discussing with Mr Franco the sale of assets such as Vale do Rio Doce, the state mining company, and Telebras, the telecommunications company.

Mr Franco's change of heart was apparently motivated by the discovery of the privileges and high salaries enjoyed by the state sector and the considerable costs to the government. This year the state sector will cost Brazil an estimated \$19bn and pay back a maximum of \$10bn in taxes. Mr Fernando Antonio Habda,

a member of the economic policy team, said: "The President wants to boost government credibility and raise money for social programmes and buying back debt. He now realises that the only option is privatisation."

It is not yet clear what rules will govern the forthcoming sales to meet Mr Franco's concerns over issues such as the currency used in the auctions. Only 1 per cent of the \$4bn raised in sell-offs by the former government was in cash, the rest mainly consisting of domestic debt swapped at par.

Canada's Tories look to new generation for leader

By Bernard Simon in Toronto

CANADA'S governing Conservatives, seeking to reinvigorate themselves before this year's general election, are shedding almost an entire generation of political veterans.

Since Prime Minister Brian Mulroney announced on February 24 he was resigning as party leader, a string of senior cabinet ministers have declined to enter the race to succeed him.

Several have also said they will retire from politics at the election, expected in September or October. The rash of departures is partly a recognition by the old guard that the Progressive Conservative party needs fresh faces at the top if it

is to overcome deep voter hostility. They also reflect the commanding lead built up by Ms Kim Campbell, defence minister.

The latest Mulroney veterans to pull out of contention for the leadership are Mrs Barbara McDougall (external affairs), who is quitting politics, and Mr Bernard Valcourt (employment and immigration).

Other ministers who have dropped out of the race include Mr Don Mazankowski (deputy prime minister and finance), Mr Michael Wilson (trade and industry), and Mr Benoit Bouchard (health).

Mr Joe Clark, prime minister briefly in 1979-80 and who most recently spearheaded efforts to draw up a new constitution,

also plans to leave politics.

Mr Mulroney's successor will be chosen at a convention in Ottawa on June 13. Senior party officials, including Mr Mulroney, are quietly encouraging members of the Tory caucus to throw their names into the ring, partly to generate public interest and partly to deflect unwelcome scrutiny of Ms Campbell.

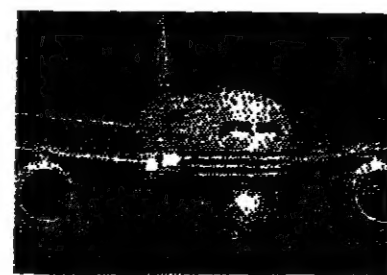
So far, only Mr Patrick Boyer, a respected but little-known backbencher, has formally announced his candidacy.

Two youthful cabinet ministers, Mr Perrin Beatty, who holds the communications portfolio, and Mr Jean Charest, the environment minister, are still expected to enter the race.



TRAVEL. DISCOVER HOW DIFFERENT WE ARE. AND HOW VERY MUCH ALIKE.

The magic of flight makes the world seem smaller, the possibilities larger. There are endlessly fascinating places to explore, ideas to examine, people to meet, opportunities to pursue. Go.



BOEING

1992 Results

Reports steady earnings

The Board of Directors of Lafarge Coppée, presided by Chairman Bertrand Collomb, met on March 9, 1993 to review the corporation's 1992 accounts.

Net income, group share, totalled FRF 1,228 million, compared with FRF 1,234 million in 1991, while a rise in the average number of shares outstanding trimmed net income per share from FRF 24.3 in 1991 to FRF 23.4. The Board will ask the General Meeting of Shareholders to approve a dividend of FRF 9.00 or FRF 13.50 including tax credit, which is equal to the 1991 figure.

Despite particularly poor business conditions in Europe, Lafarge Coppée reported 1992 earnings on a par with the previous year's. The group was able to draw on its broad geographical base and the benefits of an unrelenting drive to cut costs.

While operations in cement, concrete and aggregates, and formulated products were undermined by a sharp deterioration of markets in France and Spain, operating profits in North America showed signs of firming.

Lafarge Coppée pursued its drive into new areas - Turkey, Morocco, the Indian Ocean, Venezuela and Eastern Europe - where markets continued to expand.

Altogether, the group reported worldwide cement sales of around 44 million tonnes, on a par with last year, with operating profit up slightly.

Both gypsum business in Europe and cement in Brazil brought significantly higher earnings. In contrast, the sharp drop in lysine prices and the dollar's decline against other currencies wiped out the projected upturn in biochemicals.

Exceptional items during the year included an additional payment on bathroom equipment business sold in 1990.

Gross sales total FRF 30.4 billion, down 3.8% on 1991, although the decline is just 1% when figures are restated for identical structures and exchange rates.

Total capital expenditures and acquisitions came to FRF 3.6 billion, of which FRF 3.2 billion were financed out of working capital provided by operations, and FRF 0.5 billion from the proceeds of asset sales.

Consolidated net debt totals FRF 9.7 billion, compared with consolidated equity (including subordinated debt) of FRF 22.5 billion.

This gives Lafarge Coppée the sound basis it needs to pursue a strategy focused on expansion into high-growth markets and development of new products.

Consolidated and parent company accounts may be consulted at corporate headquarters: 93, rue Nationale, 92100 Boulogne-Billancourt, from March 24, 1993.

**proposed at the general shareholders meeting*

Sales in millions of France	
92	30,451
91	31,649
90	32,543
89	30,363
88	22,884

Net income-group share in millions of France	
92	1,228
91	1,234
90	2,192
89	2,178
88	1,880

Industrial capital expenditures in millions of France	
92	2,100
91	3,100
90	3,000
89	2,350
88	1,500

Dividend per share in France, before tax credit	
92	9.00*
91	9.00
90	9.00
89	8.75
88	7.50

the world leader in building materials

...the ...

1. MIPS—millions of instructions per second. 2. A study of companies that began downsizing five years ago attests big differences between projected savings and reality. In some cases, getting downsized systems to approach mainframe function actually increased overall costs. Source: International Technology Group, Los Altos, CA. 3. POSIX, OSF/2 and TCP/IP: 4. The IBM Scalable POWERparallel Systems, which is a trademark of the IBM Corporation. ES/9000 is a trademark of IBM Corp. ©1993 IBM Corp.

NEWS: INTERNATIONAL

Call for rapid Chinese reform revives fears of over-heating

By Tony Walker
in Beijing

MR LI PENG, China's prime minister, yesterday demanded even quicker reform of the Chinese economy, which grew by almost 13 per cent last year, prompting concerns about the danger of overheating.

Speaking at the opening session of the National People's Congress, China's parliament, Mr Li outlined a sweeping programme of economic change aimed at strengthening market reforms and re-structuring the country's bloated state sector.

But in a clear reference to concerns about bottlenecks in the economy due to extremely rapid growth in the past year, he also urged that a "basic balance" be struck between supply and demand.

China's economic planners fear renewed inflationary

pressures such as those that undermined reforms in the 1980s. Indications of pressure on prices have already begun appearing in urban centres where double-digit inflation is being recorded.

Mr Li's remarks about the economy, which accounted for about one-fifth of a two-hour speech, amounted to a careful endorsement of reforms initiated by Mr Deng Xiaoping, China's supreme leader, who was not present at the NPC, even though he is a delegate.

Mr Li has tended to be identified with conservatives who have not shown boundless enthusiasm for Mr Deng's market-oriented reforms.

Mr Li also said that: "The economy, which surged 12.8 per cent last year, would continue to grow at 8 or 9 per cent annually, for the rest of the 1991-95 five-year plan. Growth had averaged 7.9 per cent for the past five years."

Continued growth of 8 per cent to 9 per cent would ensure that China achieved well ahead of schedule its target of quadrupling Gross National Product between 1980 and the year 2000.

China planned to slash its giant bureaucracy by about 25 per cent, and sharply reduce the number of government departments. Little detail was provided as to how this would be achieved.

China would give particular attention in the next five years to strengthening infrastructure, service industries and agriculture.

Mr Li, a cautious 64-year-old Soviet-trained technocrat who seems certain to be endorsed for another five-year term as premier, was unrepentant about the 1989 Tiananmen massacre in which hundreds of pro-democracy activists were shot by soldiers called in to quell the protests in and

around the city's central square.

"Domestically, in late spring and early summer of 1989, a counter-revolutionary rebellion caused turmoil in Beijing," he declared, adding that China had overcome "numerous difficulties" in maintaining social and political stability and promoting economic and social development.

"Our great socialist motherland will stand firm as a rock in the east forever," said Mr Li who is blamed by many Chinese for ordering the bloody crackdown on the pro-democracy protesters.

China's NPC will run for about two weeks and, apart from endorsing revised economic growth targets, will also approve the election of new leadership personnel, including the appointment of a president or head of state - a post expected to be filled by party boss, Mr Jiang Zeming.



Prime Minister Li Peng, President Yang Shangkun and National Peoples Congress Chairman Wan Li

Keating puts off poll on republic

By Kevin Brown in Sydney

AUSTRALIA'S re-elected Labor prime minister, Mr Paul Keating, yesterday ruled out a referendum on the abolition of the monarchy until after the next election, due in mid-1996.

Mr Keating said Labor remained convinced that Australians would not be "masters of our own destiny" until the 205-year-old link with the British crown had been broken. However, constitutional change would require a long period of public debate and negotiations with state governments, which would inevitably take several years.

Mr Keating hoped the process could be completed by 2001, the centenary of the federation of the continent's six British colonies, which many Australians regard as the foundation of modern Australia.

The prime minister's comments are in line with Labor's 12-year-old commitment to gradual progress towards the abolition of the monarchy, which was confirmed by the party's policymaking conference in 1981.

Mr Keating announced last month that Labor would appoint a committee to draw up plans for the transition to a republic, but the party did not seek to make the future of the monarchy an election issue.

Confirmation of the timetable for constitutional change will disappoint the republican movement, which gained strength last year after British criticism of Mr Keating's handling of a visit by the Queen.

Republicans will also criticise Mr Keating for backing down on a promise to remove the British union flag from the Australian flag. The prime minister said a change of flag would have to await the establishment of the republic.

In his first post-election press conference, Mr Keating moved to patch up relations with Britain. He said Mr John Major, the British prime minister, had congratulated him on Labor's election victory.

Vietnam Communist party sees writing on the wall

Observers believe the country will have to abandon Marxism-Leninism in a few years, writes Victor Mallet

THE STATUE of Lenin still stands tall in central Hanoi. A few blocks away you can go jogging around the lake in what is still called Lenin Park, or sit on a bench and read stories in the Vietnamese Communist Party newspaper about fraternal visits by fellow-communists from neighbouring Laos.

Political scientists have noted with surprise how third world communist regimes, such as the one in Vietnam, have survived the collapse of their erstwhile patrons in the Soviet Union and eastern Europe.

Beneath the surface, however, Vietnamese politics is undergoing a change so profound that Vietnamese and foreign observers believe the ruling party will be obliged to abandon Marxism-Leninism, transform itself into a broad-based "nationalist" front, and perhaps even permit opposition parties - all within a few years.

Party leaders, under Mr Do Muoi, their 76-year-old general secretary, nowadays barely mention commu-

nism or socialism in their speeches. The 2m-strong party, undermined by the collapse of international communism, finds it hard to recruit new members or to persuade existing members to attend meetings.

Since the late 1980s, Vietnam has in any case vigorously pursued a policy of *doi moi* or "renovation", a code word for replacing socialist economics with capitalism, foreign investment and the tenets of the free market.

"When the Communist Party declared its acceptance of the free market economy, it meant that this party is not truly a communist party; they have dropped the communist system," says Mr Phan Dinh Dieu, a mathematician in Hanoi whose views are tolerated by the party and who is regarded by foreign diplomats as a sort of licensed dissident. "The result is that the party is transformed from a communist party into a party of power."

Although it is widely accepted that few Vietnamese, even party members, still believe in communist ide-

ology, the party has tried to smooth the way for traditionalists by suggesting lately that sharp changes of direction can be explained by the addition of the thoughts of Ho Chi Minh (the communist father of Vietnamese independence in the 20th century) to the policy of standard Marxism.

"Our slogan is: 'Let the people become rich,'" says Mr Tran Kien, deputy editor of the orthodox party newspaper Nhan Dan (The People). "Now we carry out the market economy but regulated by socialism. It means we don't give up Marxism-Leninism but continue to carry out this ideology including Ho Chi Minh's teachings."

The crucial question for Vietnam is whether the ruling party can manage a peaceful transformation of the political system by steering a path between resentful communist hardliners and Vietnamese liberals - especially those living in the US - who demand the rapid creation of a multi-party democracy.

Vietnam's economic performance

is certainly helping the transition. Revised figures for gross national product show the economy grew by a 8.3 per cent last year, and the country's 70m inhabitants, although still desperately poor, are becoming visibly more prosperous.

Vietnamese officials say that Russia and other eastern European states made grave errors by implementing democratisation before economic reform, a mistake which they believe led to anarchy and a consequent inability to pursue any economic reform at all: it is hard to find diplomats in Hanoi who disagree with that analysis.

The flexibility of the Vietnamese Communist party, its genuine nationalist credentials (in contrast to some of the Moscow-installed parties of eastern Europe) and the absence of any organised opposition to the cautious liberalisation it is pursuing, also work in favour of peaceful political development. To counter the threat of opposition from Buddhist monks, the

party is even said to have spread rumours that Mr Muoi is secretly a Buddhist himself and has been seen in a pagoda.

"They [the Communist party] know it's over, and they are even discussing among themselves the possibility of changing the name," says one Ho Chi Minh City businessman who used to work for the US-backed South Vietnam government before the communist victory in 1975.

"They know and the people know it's over, but the idea of a collapse scares people. They are afraid of bloodshed and chaos, so even the most anti-communist people want slow change."

But the party's attempts to manage a peaceful transition to a post-communist system will probably not go unchallenged. Unemployment, estimated at about 3.5m in urban areas, and widespread corruption in national and local government are both breeding resentment. Already Vietnamese who must now pay school fees can be heard complain-

ing that the good aspects of communism - free education, for example - are being thrown out with the bad.

Party spokesmen are evasive when asked about the future, pointing to the fact that the 1960 constitution enshrines the party as "the force leading the state and society", and falling back on the official policy of "democratisation within the one-party system".

Others are more forthright about the imminent demise of the dictatorship of the single party. Mr Dieu, the free-talking mathematician, believes that the possibility of alternative political parties could arise in as little as two or three years. A diplomat in Hanoi says bluntly: "In five years the [Communist] party will be nationalist or social democrat."

A member of the party, a retired senior civil servant, explains how the party allowed a discussion on political pluralism a year ago. "Now it's finished; it was decided that it was not a good idea for Vietnam," he says. "But it's not forgotten."

Of course you don't have
to visit
the Hannover Industrial Fair.
Your competitors
will let you know about it.

Unfortunately, they'll be using what they've learned at the HANNOVER FAIR to beat you in the race for new business.

A compelling reason for you to be there too.

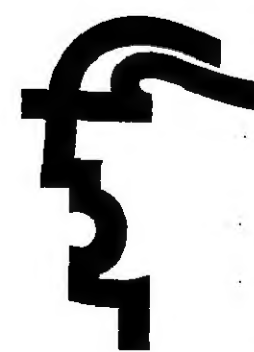
It's where you'll see the new products and new techniques. You'll also discover how different areas of technology are being integrated to provide solutions.

Being among the first to spot the latest trends and developments will put you in a better position to respond to market changes, both in Europe and world-wide.

So visit the world's largest industrial fair instead of learning about it the hard way. From your competitors.

Automated Technology	Power Transmission and Control
Electric Energy Technology	Energy and Environmental Technology
Installation Technology for Buildings	Lighting Technology
Plant Engineering and Industrial Materials	Tools and Factory Equipment
Subcontracting and Components	Process Control Technology

The world's biggest industrial fair



HANNOVER
MESSE '93

21st - 28th APRIL

Mongols study a Japanese model

By Robert Thomson in Tokyo

HAVING emerged from seven decades of communism, Mongolia has sent a group of parliamentarians to Tokyo to study whether the scandal-prone Japanese political system should be copied by a country whose voters are mostly nomadic herders.

The timing of the Mongolians' study tour has let its 10 members witness the indictment for tax evasion of Mr Shin Kanemaru, fallen from grace as the all-powerful fixer of Japanese politics and now in a Tokyo detention centre.

Mr Kanemaru's plight and the durability of the ruling Liberal Democratic party have fascinated officials from the Mongolian People's Revolutionary party, which recently renounced its communist past and likes to see itself as Mongolia's LDP. Playing to a pastoral audience during a recent election campaign, the MPRP promised "104 calves for every 100 cows".

"We are very interested in the contradictions that created such widespread corruption," said Mr Batsuuri, the party secretary. "We are also very interested in the cleansing process that allows the Japanese political machine to go on working."

Mongolian officials have taken note of the US political system and are interested in British and German traditions of democracy, but Mr Batsuuri said that Japan holds special appeal because it is an economic and democratic success story in an Asian setting.

The Revolutionary party describes itself as a "social democratic" party and is one of "nine or ten parties" in Mongolia: the number has fluctuated with short-lived coalitions and even shorter-lived parties sprouting each month since the country's democratisation began three years ago.

Mr Hulan, international secretary of the Mongolian National Democratic party, the largest opposition group in the Great Khural, the Mongolian parliament, said the delegation wants to examine privatisation methods and the Japanese tax system. The interest in tax has more to do with sifting scales than the alleged evasion of Mr Kanemaru. "We have found Japanese politicians and bureaucrats to be very open about their problems," Mr Hulan said.

The Mongolians are intrigued by the LDP's factions but amused that their disputes have nothing much to do with ideology. According to Mr Batsuuri, the Revolutionary party has factions but they have "an ideological base" whereas, in Japan, "factions are more tied to political personalities".

Mr Batsuuri said that the Japanese experience does show the advantage of "consensus-style politics". The English word "consensus" has recently entered the Mongolian vocabulary, as there was not much need for the concept after the country's communist revolution in 1921.

UN to enter uncharted territory in Somalia

Multinational force will have to impose law and order in a political vacuum, writes Leslie Crawford

UNITED NATIONS troops preparing to take over command from the departing US Marines in Somalia in May face a near-impossible task.

With most of the country still at the mercy of warring clans and armed bandits, the 28,000-strong multinational force will be required to impose law and order in a political vacuum.

This is uncharted territory for the UN. The mandate of the new operation, code-named Unosom II, will have to go beyond the first small 400-strong task force, sent to monitor a non-existent ceasefire in Mogadishu, and even beyond the US-led military intervention in December, which secured a short breathing space for aid agencies to reach starving Somalis outside the capital.

Commanders of Unosom II are pressing to be given active rules of engagement to disarm warlords and bandits, who continue to loot and pillage with impunity. However, they are aware that military intervention is not a panacea for the inability of Somalis to start the painful process of national reconciliation after the trauma of dictatorship and a two-year civil war.

"If you pulled out the foreign troops and tanks, this place would fall apart," says Gen Imtiaz Shaheen, the departing commander of Unosom I. "Unless the Somalis begin to address their political and social

problems, UN intervention will lead to a new form of colonisation."

The absence of a Somali government has already created a de facto administration run by the UN and US task forces and the international aid agencies. A "cabinet" meets every morning at 8am at the fortified Unosom compound in Mogadishu to discuss the security situation and plan relief work.

The collapse of the economy has also transformed the aid agencies into the country's main employers and benefactors. The UN's World Food Programme estimates that more than 2m Somalis, one third of the population, are dependent on relief agencies for food, water, health care, seeds for planting, and agricultural tools.

And while the presence of the US-led joint task force afforded military protection for immediate famine relief work, it has also created a new security problem for aid agencies. They have become soft targets for bandits who used to be employed in the protection racket business before the US Marines put an end to this lucrative source of income.

"Before the US Marines landed," says Mr Rhodri Wynn-Pope, relief co-ordinator for southern Somalia with the international agency Care, "we were being absolutely ripped off". Care was paying \$150,000 (£106,000) a month to security gangs to guard its food stocks at the port.



An angry Somali woman berates a policeman yesterday after waiting hours to be told the food supply is exhausted

Other "contractors" had to be paid to guard food convoys, to negotiate road blocks, and to prevent food from being looted at its destination.

Military intervention broke the cycle of extortion, but created an underworld of armed thieves who

have murdered three foreign aid workers in the past two months.

"We feel less secure now," says Mr Ian MacLeod at Unicef. "Aid agencies were not targets last year. Aid workers, he explains, cannot venture outside their compounds without

armed escorts. All agencies have imposed a 6pm curfew.

Aid agencies believe that Unosom II's mandate is doomed unless it tackles the problem of disarmament and rehabilitation simultaneously. "The banditry and lawlessness in

Somalia is a social problem," says Mr Wynn-Pope. "Warlords can talk their men back to the barracks, but bandits need to be given productive jobs to give up their guns."

With Somalia's famine emergency over, the UN and aid agencies are beginning to concentrate on the daunting task of resettling almost 2.5m Somalis displaced by the civil war. Of these, 1m people are sitting in refugee camps outside Somalia. Neither the military nor the humanitarian agencies of the UN have ever undertaken a logistical task of this size.

Relief agencies, critical of the UN's performance in Somalia before the arrival of the US-led task force, fear that the country will slide back into anarchy with the pull-out of US troops.

"The US armed forces have a cohesive administrative and logistical command chain that the UN finds difficult to match," says Mr Wynn-Pope, himself a former British army officer. "US troops were seen as the tough guys with big guns, whereas the UN has little credibility with the Somalis."

Mr Jamie McGoldrick, deputy field director of Save the Children Fund UK, goes further. "The UN does not understand the scale or the complexity of the Somali problem. They think it is a six-month job, whereas it may take 10 to 15 years to restore peace to Somalia."

Peace cost put at \$1.55bn

By Michael Littlejohns, UN Correspondent, in New York

THE peacekeeping operation in Somalia that the United Nations is proposing to begin on May 1, replacing most of the US troops there, will cost \$1.55bn (£1.1bn) in the initial 12-month period, according to an estimate given to the Security Council yesterday.

This is more than the official estimate of \$1.41bn for Cambodia, now the most expensive such UN enterprise. However, the final Cambodian bill is expected to be nearer \$2bn.

Mr Boutros Boutros Ghali, the UN secretary-general, based the figures for Somalia on a military force of 20,000 with 8,000 additional logistical support staff, plus about 2,800 civilian personnel.

In his report he proposed that the General Assembly, which would have to approve the budget, declares this to be an expense of the entire organisation shared by all 180 member states, with the US the biggest contributor.

The cost of the military component of the operation was placed at \$836m, with an additional \$180m for air operations.

It would bring UN peacekeeping expenses for 13 operations this year to a total of \$4.265bn, about four times the regular budget.

● Somalia's feuding factions, clan elders, and religious leaders began yesterday what has been billed as a "last chance" to salvage their wrecked nation, Reuter adds from Addis Ababa.

Today's currency markets are scurrying in all directions.



More than ever you need a bank that keeps a sharp eye out for the right moves.

Currency markets are, at best, unpredictable. But under the joint pressures of economic principles, the market mechanism, and monetary forces, they can, at times, become chaotic.

While the resulting uncertainty and insecurity would not seem to create the most favourable climate for important business decisions, opportunities can nevertheless present themselves.

Then, more than ever, you need a bank that understands the importance of keeping a sharp eye on the market. That bides its time until the right - read "most beneficial" - moment arrives.

During its 169 years, ABN AMRO has learnt the importance of pro-active involvement. We don't panic easily; we act rather than react. Keeping the long-term perspective in our minds and basing our actions on our thorough knowledge of the currency markets.

Every day we handle an enormous volume of currency. And we operate dealing rooms in all European centres - including the largest on the European continent - and throughout the world. So very little escapes our eye. The result is that we can offer not only a very broad range of services, ranging from plain vanilla spots and forwards to the most sophisticated derivatives. But also on-the-spot experts to give advice tailored to your specific situation. And a unique round-the-clock, round-the-world position management for our clients.

And when currency markets start scurrying in all directions, the sharp eye of experience can prove invaluable.

CREATING THE STANDARD IN BANKING.

ABN-AMRO Bank

ARGENTINA, AUSTRIA, AUSTRALIA, BELGIUM, BRAZIL, CANADA, CHINA, DENMARK, FINLAND, FRANCE, GERMANY, GREECE, GREAT BRITAIN, HOLLAND, HONG KONG, HUNGARY, INDIA, INDONESIA, ITALY, JAPAN, KOREA, LUXEMBOURG, MALAYSIA, MEXICO, MONACO, MOROCCO, NETHERLANDS, NETHERLANDS ANTILLES, PALESTINE, PANAMA, PARAGUAY, PEOPLE'S REPUBLIC OF CHINA, POLAND, PORTUGAL, RUSSIA, SAUDI ARABIA, SINGAPORE, SPAIN, SWEDEN, SWITZERLAND, TAIWAN, THAILAND, TURKEY, UNITED ARAB EMIRATES, UNITED STATES OF AMERICA, URBANIA, VENEZUELA, VIETNAM, VIRGIN ISLANDS. HEAD OFFICE: PO BOX 1000, 1000 AB AMSTERDAM, THE NETHERLANDS. TELEPHONE 020-555 5555.

NEWS IN BRIEF

Iranian jets 'bomb Kurdish hospital'

THE WIFE of French president François Mitterrand, Mrs Danielle Mitterrand, said yesterday at least six Kurdish civilians were killed and many hurt when Iranian aircraft bombed a French-run hospital on the Iran-Iraq border at the weekend, Reuter reports from Paris.

Mrs Mitterrand, head of the privately-funded human rights group France-Libertés, added that searches were under way for more bodies in the debris of the hospital at Raniya after air raids on Saturday and Sunday.

She said the hospital was on Iraqi soil, in an area controlled by the rebel Democratic Party of Iranian Kurdistan (PDKI) and inside the Western allies' air exclusion zone set up to protect Iraqi Kurds.

Saudi Arabia holds Islamic leader

Saudi Arabia has arrested the head of a radical Islamic group and three of his aides while they were in the kingdom on a Moslem pilgrimage, according to an Islamic Jihad official, Reuter reports from Amman.

Sheikh As'ad Bayyud al-Tamimi, leader of Islamic Jihad (Jerusalem), said Saudi security agents seized Mr Fayez al-Aswad, the leader of another Islamic Jihad splinter group called the Islamic Jihad Movement for the Liberation of Palestine (al-Aqsa Battalions), and three of his aides in Jeddah last week.

ANC calls for jail deaths probe

The African National Congress called yesterday for an immediate investigation into the deaths of detainees in South African police custody after another suspect was found dead, the ninth this year, Reuter reports from Johannesburg.

The suspected robber was found dead in a cell on Sunday after being arrested following a beating by security guards at a shopping centre near Johannesburg, police said.

India PM accused of cover-up

India's parliamentary opposition party, the Hindu nationalist Bharatiya Janata Party (BJP), yesterday accused Mr P.V. Narasimha Rao, prime minister, of a cover-up over a spate of bomb blasts in Bombay which killed 250 people and demanded his resignation, Reuter reports from New Delhi.

World's biggest
strial fair

NOVEMBER
5E '93
8th APRIL

NEWS: UK



Olympic rings up for grabs from business

By Gillian Tett

THE OLYMPIC rings symbol is to come under the exclusive control of the British Olympic Association in the UK, Mr Peter Brooke, heritage secretary announced today.

Under legislation, expected to be passed by parliament soon, the association will have sole rights to sell the logo to promoters. Until now, its use has been unregulated, and a number of businesses have adopted versions.

Mr Brooke said the move reiterated the government's support for the bid by Manchester, north-west England, to host the Olympics in 2000. The International Olympic Committee requires countries hosting the games to provide a copyright guarantee for the symbol.

The association hopes to raise at least £2.5m from the sale of rights to the logo to sponsors. Companies wishing to use the symbol will have to pay "at least a six figure sum" to become official sponsors and companies which breach the copyright will be prosecuted.

Sharp rise in factory output boosts recovery hopes

By Peter Marsh and Alison Smith

A SHARP RISE in manufacturing production has provided a favourable background for today's Budget by adding to expectations about a UK recovery.

Manufacturing production rose a seasonally adjusted 0.8 per cent in January compared with the previous month, well above expectations in the City. News that manufacturing

output was the highest since August 1991 coincided with growing speculation that Mr Norman Lamont, chancellor of the exchequer, will seize the opportunity in his Budget speech to raise taxes from 1993-94 to curb the growing fiscal deficit.

Pressure on Mr Lamont to take bold action on this front increased last night after Lord Lawson, the former Tory chancellor, said failure to raise taxes by £6bn would be a "serious mistake".

At a conference in London, Lord Lawson said a tax rise of this magnitude "could prove a political and economic turning point that is so badly needed". Also, in a surprising departure from his previous enthusiasm for the European exchange rate mechanism, Lord Lawson said it was "only a matter of time" before the ERM broke down after the pressures of German unification and the drive towards a single cur-

rancy had robbed the system of its flexibility.

Further indications that the economy may be turning came yesterday with a survey by Trade Indemnity, credit insurers, showing that exporters have increased their order books in the past three months, taking advantage of the 15 per cent devaluation in sterling since the UK left the ERM in September.

The Ombudsman for Corporate Estate Agents, an indus-

try-appointed body, provided further evidence of a revival in the UK housing market by reporting a strong rise in house sales last month.

In recent weeks Mr Lamont has been advised by many in the City and by his own backbenchers that he should head off - through a tough tax increase - the possibility of Britain moving towards Italian-style budget deficits. According to this argument, the more favourable signals

about the economy in recent weeks mean the risk of stifling an upturn by a fiscal tightening has been greatly reduced.

Yesterday's release of the manufacturing figures was accompanied by a warning from the Central Statistical Office that the monthly data may have been distorted by the timing of the Christmas holidays. Even so, in the three months to the end of January, manufacturing output rose by 0.7 per cent compared with the

same period a year previously. That was the biggest year-on-year increase on a three-monthly basis since mid-1990.

All production industries - including energy, water and manufacturing - showed a 0.4 per cent drop in output between December last year and January.

Output of oil and gas fell 6 per cent between the two months, largely because of operating difficulties in the North Sea due to high winds.

MAASTRICHT

Major aims to ratify treaty by end of July

By Philip Stephens, Political Editor

MR JOHN MAJOR is sticking to his target of ratification of the Maastricht Treaty by the end of July despite last week's defeat in the House of Commons.

Amid signs yesterday that some "soft" Tory Euro-sceptics were reconsidering their opposition to the government, senior ministers said that the proposed timetable for the legislation still allowed for ratification before the summer recess.

The prime minister has told close associates that he is

determined if possible that Maastricht should not be allowed to wreck October's Conservative party conference for the second year in succession.

To avoid a damaging confrontation similar to that in 1992 the bill would have had to have passed all the remaining hurdles - including the House of Lords - before Westminster closes for the summer break at the end of July.

Ministers acknowledged that the government still faced possible defeat on a number of opposition amendments.

There also remains a risk that the legislation will be

derailed if opposition parties are successful in pressing new amendments to remove Britain's opt-out from the social chapter.

But having a dramatic setback on the social chapter, the plans now pencilled in by the government assume that the present committee stage of the legislation will be completed before the second Danish referendum on May 18th.

That timetable is based on the fact that six groups of amendments to the legislation have still to be discussed in the committee stage.

Each of those could be expected to take one or at most two

days on the floor of the Commons.

With the government allocating two days a week to the legislation, that implies a further five or six weeks in committee.

Allowing for intervals necessitated by the Budget debate this week and for a two-week Easter recess, the committee stage would then be wound up in mid-May.

Ministers are increasingly optimistic that the report stage for the legislation - necessitated by the passage of opposition amendments - will be relatively short. That would provide for the final third read-

ing debate by MPs on the legislation to take place at the end of May or early in June. That in turn would give the House of Lords at least a month to debate the treaty.

The government acknowledges that a hard core of between 30 and 40 Tory opponents of the treaty will continue to harry the legislation at every opportunity.

But a public announcement yesterday by Mr George Widdowson, the former minister, that he would drop his opposition was seen as a signal that some Tory MPs who have previously abstained are now willing to support the bill.

Britain in brief



Quarter of EC rivers substandard

A quarter of Europe's rivers fall below European Community environmental standards, the European Commission said, as it announced a wide-ranging review this year of all its directives on water quality. Mr Tom Garvey, deputy director general of the Commission's environment directorate, told an FT conference in London that some EC standards might be modified or dropped in the light of new scientific evidence, adding that he was disappointed at the lack of improvement in EC water quality in the past 20 years.

Boyd finds pit is viable

British Coal faces severe difficulties in closing its Grime-thorpe colliery, one of 10 pits where production has ended, after an independent consultant rejected its argument that the mine is financially unviable. The support for Grime-thorpe by John T. Boyd, a US consultant appointed by the government, will add to British Coal's problems when it returns to the High Court, probably next month, to put its case for the closures.

Swiftcall wins calls licence

A company selling international calls from Britain to Canada and the USA at substantial discounts from standard British Telecom tariffs has begun operations. Swiftcall, based in east London, is one of the first companies to gain an International Simple Resale (ISR) licence from the department of trade and industry. The DTI has so far authorised only Australia, Canada, and Sweden for simple resale competition because it believes no other countries have a sufficiently open regulatory regime.

Scots growth forecast in 1993

The Scottish economy is forecast to resume growing in 1993 after declining in 1992. Mackay Consultants, a firm of economic consultants, believe that Scotland will benefit from the devaluation of the pound because its industries are more oriented towards exporting than the UK average.

Hunt for new tourist chief

The government has turned to headhunters Tysack Accord to find a chairman of the British Tourist Authority after failing to attract a suitable candidate to replace Mr William Davis, who leaves at the end of this month. Tysack has also been asked to find a new chief executive for the BTA to replace Mr Michael Medlicott who is to become European vice president of Delta Air Lines, the US carrier, next month.

Pubs lobby for lottery option

The Brewers' Society is to press the government to allow the country's 65,000 pubs to sell national lottery tickets. Ministers have indicated that pubs would be excluded to distance the lottery from harder forms of gambling and to avoid the risk of reducing charity collections. Mr Robin Simpson, Brewers' Society director, said: "There is no hard gambling in pubs and there is no evidence that charitable giving would suffer if tickets were sold in pubs. In many places, especially rural areas, the pub is the community centre and sometimes the only retail outlet."

Private dinner on Birt's fate

Governors of the BBC are expected to meet at a private dinner in London tonight to try to find a solution to the bitter row over Mr John Birt before Thursday's formal board meeting. It will be the first time the governors have met since the revelation that Mr Birt was for six years a freelance consul-



You have a reservoir of information. How much is reaching your customer and how fast?

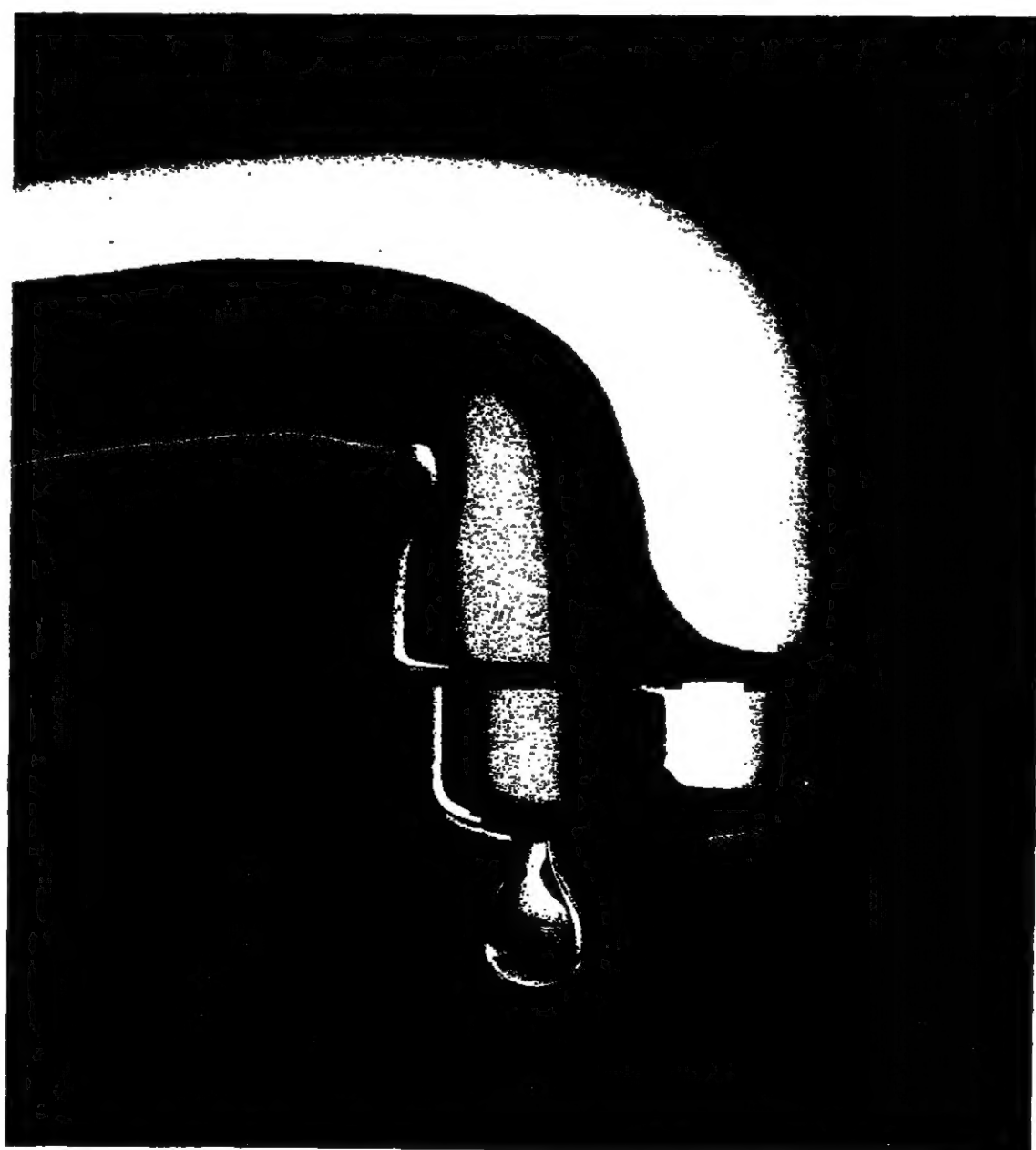
If your customer only knew you offer a product he wants. Or a service he needs.

If your customer only knew what you know. And fast. Because what your customer doesn't know leaves revenue-generating potential untapped. That's why Unisys has developed a powerful new initiative to help give business the advanced customer service crucial in an increasingly competitive environment - CUSTOMERIZE_{SM}.

Unisys can help CUSTOMERIZE your enterprise by extending information technology out to the locations where a customer decides to do business with you - or not. And where the single most important influence over that decision may be the quality of information. When the flow of information is comprehensive, you optimize

customer satisfaction and increase sales content. With a timely flow of information, you not only boost the speed of transactions but also sharpen your competitive edge. A CUSTOMERIZED enterprise draws information from customers even as it conveys information to them.

Circulating through your organization, it all helps productivity, control and profitability. Ask us about our CUSTOMERIZE assess-



ment, which teams you with experienced Unisys consultants to evaluate your organization's

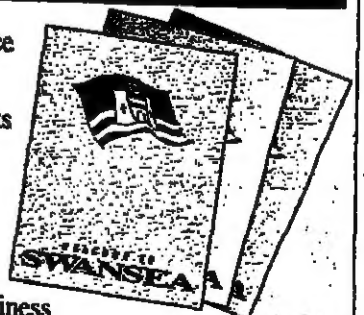
UNISYS
We make it happen.

information flow. Ask too, for a complimentary CUSTOMERIZE Information Pack.

Call your local Unisys office. Discover how Unisys can help you CUSTOMERIZE your enterprise and convert information into a stream of customers - and revenue.

SWANSEA BEST RESOURCE PACKAGE FOR BUSINESS

- ✓ Skilled Labour Force
- ✓ Grants and Loans
- ✓ Low Overhead Costs
- ✓ Excellent Communications
- ✓ Quality of Life
- ✓ Professional Help and Support for Business



Telephone or send for details:

- I am interested in existing and proposed:
- ☐ FOOD PARK
 - ☐ RETAIL PREMISES
 - ☐ FACTORIES/WAREHOUSES
 - ☐ OFFICES
 - ☐ MARITIME UNITS

TO: MICHAEL BURNS, SWANSEA CENTRE FOR TRADE & INDUSTRY, SINGLETON STREET, SWANSEA SA1 3QH. TELEPHONE: (0792) 476666

NAME _____
COMPANY _____
POSITION _____
ADDRESS _____
CITY _____

SWANSEA CENTRE FOR TRADE & INDUSTRY

Government backs down on EC job laws

By John Willman,
Public Policy Editor

THE GOVERNMENT has conceded defeat in a court case over the contracting-out of public services, following legal advice on the relevance of European Commission legislation that protects the terms and conditions of staff when jobs are transferred from the public to the private sector.

The court case concerned a decision by the health authority in South Glamorgan, Wales, to contract out the canteens of three hospitals in Cardiff. The health service union CoHSZ applied for a judicial review over the failure of the authority to apply the Transfer of Undertakings (Protection of Employment) regulations 1981, which implement the EC legislation in the UK.

The case was due to be heard next week, but has now been halted after the government received legal advice that the Tupe regulations applied. Government lawyers are negotiating with CoHSZ over the costs and other details.

The decision comes after a union campaign against contracting-out. They say contracting-out has led to job cuts and inferior employment terms in the past.

But the government's move has angered contractors which believe that the government will find further progress on contracting-out difficult.

Confusion over the legislation has already delayed the

government's market-testing programme under which almost £1.5bn of public sector work has been transferred to the private sector.

The government has effectively thrown in the towel, said Mr Cliff Davis-Coleman of Clause 26, a contractors' pressure group. "This will provide a green light for Tupe to apply in all public sector contracts. It makes a nonsense of the government's entire market-testing programme."

Ministers accept that most contracting-out will be covered by Tupe after failed attempts to persuade the EC to amend the laws.

Mr Padraig Flynn, the EC Commissioner for Social Affairs, said on BBC-TV's On The Record last Sunday that there was no general wish to amend the legislation. "It must be remembered at all times that we are concerned about the protection of workers and their rights," he said.

Government ministers believe the decision could make it harder for existing staff to bid for their work if it is affected by contracting-out. If the jobs, pay and conditions of staff are protected, there would be no need to invite an in-house bid for the contract, they say.

Notices of dismissal issued to 180 computing and financial services employees in four London boroughs were rescinded yesterday after it was accepted that the Tupe regulations applied.

Call on UK government to simplify equality laws

By Diane Summers,
Labour Staff

THE EQUAL Opportunities Commission yesterday urged the government to simplify "grotesquely complex" equal pay laws.

The call follows the settlement of a seven-year case involving five women employed by H&J Quick, a Ford dealer in Manchester, north-west England. They were awarded a total of £15,000 when a tribunal found that their work as administrators and financial clerks was of equal value to that carried out by higher-paid men working as parts salesmen, van drivers and car cleaners. Only one of the women still works for the company.

H&J Quick, which has paid the money, said it "felt it was the right time to settle". It said the law was very complex and a lot of management time had been spent on the issue.

Ms Elizabeth Whitehouse, the opportunities commission lawyer who represented the women, said the government should use the employment bill currently before parliament to simplify the equal pay laws. "The grotesquely complex procedures that have forced these women to battle for seven years before winning their right to equal pay can only be condemned," she said.

The commission wants to see the existing sex discrimination act and equal pay acts replaced with a single equal treatment act. Currently, there are long delays before cases are brought before tribunals.

Upturn predicted for construction equipment

By Andrew Butler

AN UPTURN is in sight for the construction equipment industry after three consecutive years of "devastating" decline, according to the London-based Corporate Intelligence Group. Unit sales of construction equipment such as excavators, loaders, and dumptrucks fell 3 per cent last year to 8,910, the group said. Demand was the

lowest recorded for more than a decade - sales were still considerably less than the peak of 22,544 units in 1988.

The group said the mood of more than 40 leading equipment distributors and manufacturers interviewed last month was bleak "with an overwhelming resentment against the government for doing so little to relieve the situation".

But, it said, there was a general consensus that the worst was behind the industry. Recovery would be patchy and slow to begin with, but demand should strengthen by mid-1993. The group said unit sales will rise by 21 per cent in 1993, even if the government does little more to stimulate the economy. It cites a number of factors to support this forecast: ● Interest rates are down to

an acceptable level, and end-users can contemplate new purchases with realism.

● Good second-hand equipment is hard to find, with a significant proportion of the stock of used machines having been shipped overseas in the last two years.

● Machines sold at the peak of demand are coming up for renewal. Although they will not be replaced on a one-for-

one basis, there will be some comfort for dealers.

The group says demand will probably recover first in the plant-hire sector, resulting in sales increases for backhoe loaders, smaller crawler excavators, mini-excavators and skid-steer loaders. Demand for larger equipment types, such as rigid dump trucks and heavier crawler excavators, will be slower to recover.

Names win stop-loss claim ruling

By Richard Lapper

MORE THAN 100 Names yesterday won a High Court ruling allowing them to recover directly claims on stop-loss insurance policies - personal reinsurance which covers heavy losses.

Lloyd's unsuccessfully argued that the claims under the policies should first be paid into premium trust funds, which contain premium income earned by Lloyd's underwriters from insurance business.

The ruling could ease the cashflow problems of some loss-making Lloyd's Names, who are among several thousand facing heavy losses at the insurance market. Overall losses over the past five years are expected to eventually amount to more than £5bn.

Mr Justice Tuckey in the Commercial Court ruled that Names - individuals whose assets support the Lloyd's market - are entitled to receive recoveries directly from brokers.

Mr Tuckey held that recoveries were not payable directly to the premium trust funds unless specifically stated in the policy or unless the Name had signed an "irrevocable" letter of authority assigning the money to their premium trust fund. A directive that all stop-loss recoveries must be paid to the trust fund issued last year by Mr David Coleridge, then chairman of Lloyd's, was ruled invalid.

A two-week moratorium on the ruling was agreed so that Lloyd's could consider whether to appeal.



Janet Naylor works on the statue of Eros from London's Piccadilly Circus. Eros, a memorial to the 7th Earl of Shaftesbury, the Victorian philanthropist, was taken down last December to repair damage caused by vandals swinging on its leg and will be returned, strengthened, in time for its 100th anniversary on June 28. Westminster City Council has rejected suggestions that the original aluminium statue, created by the English sculptor Sir Alfred Gilbert, should be replaced by a more durable replica. The £30,000 restoration by Naylor Conservation in Telford, Shropshire, should leave the original stronger than before it was damaged.

Several hundred fresh job losses expected at Leyland Daf

By Kevin Dore,
Motor Industry Correspondent

A FURTHER round of jobs cuts at Leyland Daf is expected in coming weeks as the receivers act to cut excess stocks and to bring vehicle output into line with forecast demand.

The next wave of redundancies is expected to involve the

loss of several hundred jobs.

The administrative receivers of Leyland Daf, UK subsidiary of Daf, the Dutch commercial vehicle maker which collapsed into receivership six weeks ago, last month cut 1,715 of the company's 5,500 strong UK workforce.

Mr Murdoch McKillop, joint administrative receiver, said

yesterday the company was "likely to be trading in receivership for months rather than weeks. We must make sure that the balance between sales and production is correct."

All three Leyland Daf plants were back in production, and the receivers were now studying what levels of output could be sustained in the present

market.

The most advanced plan for rescuing the constituent parts of the Leyland Daf operations concerns the proposed management buy-out of the van business based in Birmingham.

"I think there is a good chance that something will happen. They have had encouraging discussions with institu-

tions. I would hope to be able to formalise plans in the next few weeks," said Mr McKillop.

Mr McKillop has held talks in the US with Paccar, the North American truck maker, to explore its interest in the Leyland truck plant, but plans are also being pursued for a management buy-out.

The future of the UK truck

operations is complicated by the continuing confusion over its future relations with Daf Trucks, the new Dutch/Belgian company formed to take over the core medium and heavy truck operations of the old Daf group.

The success of a management buy-out or outside acquisition of the Leyland plant

appears to hinge on its ability to gain access to Daf Trucks' continental dealer network for sales of its UK-built 45 series light truck range.

Daf Trucks must be "the most obvious candidate" to market the 45 series in continental Europe if it is "able and willing to make a commitment," said Mr McKillop.

TECHNOLOGY

Bill Clinton has pledged to make technology a central focus of his administration. FT writers look at what the investment really means

Stoking up the engine

"THE GESTALT of the gigabit" is President Bill Clinton's new catchphrase for the high-technology focus of his administration. He has proposed a \$17bn (£11.9bn) four-year plan for new and expanded federal-funded technology projects and tax incentives.

Creating new "high-value jobs" is the primary goal of the Clinton technology policy, which the president unveiled during a visit to Silicon Valley last month. He called for the creation of a "public-private sector partnership" that will generate investment in technology development and encourage the formation of high-tech companies.

We want to "generate more of these kinds of companies, more technological advances to keep the US always on the cutting edge of change and to make sure that we'll be able to create a lot of good new jobs in the future," the president told workers at Silicon Graphics, the computer workstation company where he unveiled his technology initiatives.

Almost 40 per cent of the proposed technology budget is in the form of research and development tax credits designed to encourage private-sector investment. Responding to industry demands, the president has proposed the tax credit be made permanent. Over the past few years the tax credit has been enacted each year, but only after it expired, so companies could not count on it when drawing up their R&D budgets.

The president's broader economic plan also includes tax incentives for long-term investment in small companies and some tax relief on capital investments for larger companies. However, the tax cuts will be at least partially offset by an increase in corporate tax rates.

On the spending side, the Clinton technology policy proposes a significant shift in the use of federal funds to back non-defence research. In fiscal 1993, the civilian share of the total federal research and development budget was approximately 41 per cent, or \$27.9bn, according to the administration. The president aims to increase this to more than 50 per cent, or \$36.6bn by 1998.

In future, the US government will play a direct role in helping companies to develop and profit from innovations rather than funding defence or space missions that serendipitously provide "spin-offs" for the commercial sector.

The flagship of the technology plan is the "information superhighway" scheme: a nationwide high-speed broadband communications network linking businesses, schools, libraries, hospitals, government offices and, ultimately, homes.

Another example of "industry-government partnership" in the Clinton technology policy is the advanced manufacturing initiative which will provide matching funds to industry consortia, using Sematech, the US semiconductor industry research group, as a model.

The federal government will also match state and regional funds to create a national network of "manufacturing extension centres" that disseminate information on the latest manufacturing technology.

The National Institute of Standards and Technology's advanced technology programme will be significantly expanded to provide matching grants to industry-led research and development projects including consortia such as Sematech. Funding for NIST would be increased from \$381m in 1993 to \$1.2bn in 1997. Other national laboratories will also be drawn into the effort to boost industrial competitiveness.

The Clinton policy sets a target of 10 to 20 per cent of the budgets of the labs devoted to research and development partnerships with industry. Clinton also aims to cut spending on "big science" projects, while maintaining basic research as a high priority.

Although sceptical about how much impact these programmes will have, US high-technology

Clinton's technology proposals (additional funds) 1994-97

NASA civil aviation and short-haul aircraft research	\$600m
Dual-use technology for defence, environment and transportation	\$1,331m
Federal Co-ordinating Council on Science, Engineering and Technology	\$1,200m
High-performance computing	\$784m
National High-Speed Interconnectivity and Data Transfer	\$1,300m
National High-Speed Interconnectivity	\$140m
Information highways	\$270m
National Science Foundation	\$2,251m
Government universities and research	\$2,848m
Extend R&D tax credit	\$6,437m
Total	\$17,091m

Source: White House

industry executives are generally happy with the Clinton administration's increased focus on technology. "We are pleased to see the new administration emphasising the high-technology segment as the key to rebuilding the manufacturing

infrastructure of the US," said William Reed, president of Semiconductor Equipment and Materials International, an industry trade group. The president's leadership in establishing programmes and policy directions geared to advancing the

development and use of technology will have more impact than the money being spent on technology policy, said Ed McCracken, president of Silicon Graphics.

The high-tech industry is also responding keenly to the president's call for industry-government co-operation. Semi, for example, is proposing a government-backed consortium to develop manufacturing technology for flat panel displays, such as those used in portable computers. Currently, Japan dominates this market.

The readiness of US high-tech industry groups to accept a more activist role by government is in some ways surprising. Silicon Valley, in particular, has long been known for its independent, entrepreneurial companies. "There is still a cowboy spirit in Silicon Valley, we like to think we can take care of ourselves," says McCracken.

Nonetheless, he believes that an "arm's length" relationship between industry and government no longer makes sense. "With the issues facing our country today, in particular the need to create jobs, I believe that we have to work together."

Yet to be seen, however, is whether the policy will produce a net increase in employment. Although a sampling of almost 700 venture capital-backed start-up companies created over 22,000 jobs last year, according to a recent survey, total employment in the US electronics industry has declined in each of the past four years.

New companies are not creating jobs as fast as established companies are laying off workers. It is also evident that technology eliminates jobs - on the factory floor and in the office. Yet to remain competitive companies have to become more productive and cannot afford to be afraid of losing jobs. Industry executives say.

"If you assume that those jobs are going to go away, then you have to deal with the problem. One of the things I like about the Clinton programme is that he seemed to be ready to tackle this issue," says McCracken.

The ability to adjust to the rapid changes brought about by technology advances is one of the trademarks of a successful high-technology company. The government, Clinton says, must work more like that, adopting the philosophy of the high-tech industry, or the "gestalt of the gigabit".

"I believe my job as president is to try to adjust America so that we can win in the 21st century, so that we can make change our friend and not our enemy."

Louise Kehoe

Big science on the back burner

The outlook has never been more uncertain for what were supposed to be the two biggest US science projects of the 1990s: the \$30bn (£20.9bn) space station and an \$8bn atom smasher, the superconducting super collider.

Although President Clinton favours both, many observers believe his commitment is far from wholehearted. They doubt whether he would invest much political capital in trying to save either project in the face of intense pressure from congressional budget-cutters.

According to John Gibbons, the new White House science adviser, big science projects may have been given too much urgency "compared with other priorities in terms of our national recovery and putting in place an investment strategy for future economic progress".

The Clinton administration's proposal for the SSC is to persevere with the existing plans to build the world's largest particle accelerator in a 86km tunnel beneath the plains of Texas, but to postpone the 1996 completion date by at least two years in the hope of defining more closely the complex equipment required and attracting international partners.

European nations will not contribute because they prefer to invest in their own accelerator at Cern, Geneva. Asian countries have resisted US requests to join the SSC and, even if Japan succumbs, foreign contributions are unlikely to come close to the \$1.7bn originally expected.

There is no question about the SSC's scientific value, says Gibbons: "They're trying to solve some eternal questions about the nature of matter." By recreating on a small scale the conditions of the early universe soon after the Big Bang, physicists hope to gain a new understanding of fundamental forces and particles.

But cynics suggest Clinton's support for SSC may be more closely related to shoring up his reputation in Texas, where there is an election in May for the Senate seat vacated by Lloyd Bentsen, than to his interest in the origins of the universe.

In the case of the space station Freedom, Clinton has told NASA to undertake a complete redesign

to cut costs, currently estimated at \$31bn. "We want to take a fresh look at this and not just take the existing station and start peeling away the pieces," said Daniel Goldin, NASA administrator.

The space station has suffered several scaling-down exercises since President Reagan initiated the project in 1984, with the goal of having Freedom in orbit by 1994. The likely operational date has now slipped to 2000, although NASA has already spent \$8bn on preparatory work.

The latest design review and accompanying political uncertainties have left Freedom's supporters in Congress and the aerospace industry feeling confused and apprehensive.

"My biggest fear is that the whole programme could be lost if Congress votes against it when the new design is presented in June," says Tom Williams of McDonnell Douglas. Space station contracts keep 2,500 people employed at the company's aerospace centre in southern California.

The fate of Freedom will have ramifications well beyond the domestic aerospace industry because the project has international partners, notably Japan and the European Space Agency. Their representatives are now in Washington working with NASA's redesign team.

Esa plans to spend \$2.9bn over the next seven years on its contribution, a manned laboratory to be attached to the main US space station. "This could come out positively for Europe, if our support becomes more important to NASA because they have to drop some of what they were planning to do," says Daria Robinson of Esa. "Or it could turn out negatively if the Americans cut down the project to the point where it is no longer interesting to take part."

To keep its options open, Esa is also discussing co-operation on future space stations with Russia. Esa may provide a module for the Russian Mir-2 in the late 1990s. But Esa too is talking about bringing Russia into its plans and optimists believe there is now an opportunity of making the space station into a global project.

Clive Cookson

Information superhighways

The flagship of the Clinton technology plan is the development of "information superhighways", a nationwide communications network.

Building on a programme established in 1991 by legislation sponsored by Vice-President Al Gore when he was in the Senate, the scheme is an ambitious effort to "jumpstart" the construction of networks that the administration says: "have the same effect on US economic and social development as public investment in the railroads had in the 19th century".

Key elements of the plan include

increased federal funding for R&D in supercomputers, high-speed networking and software and a programme to subsidise the construction of networking linking schools, hospitals and libraries.

Sensitive to charges that the programme is an example of "high-tech pork", administration officials stress that the government will not award big contracts to one or two companies. "We are trying to encourage the private sector, create the competition that will ensure that the best technology gets out quickly and provide the leadership so that everyone is

moving in the same direction," says Mike Nelson of the Office of Science and Technology Policy.

Already, there has been an enthusiastic response to the information superhighways proposal in Silicon Valley, according to Ed McCracken of Silicon Graphics.

"The local telephone and cable companies are accelerating plans to install high-speed lines. Potential uses of high-speed networks - in health, education and business - have become 'the subject of cocktail conversation', he says.

LK



WE WERE DOING BUSINESS IN THE PACIFIC RIM WHEN PEOPLE TRAVELED BY RICKSHAW. The AIG Companies have been doing business in the Asia/Pacific region for over 70 years. In fact, we began providing insurance in Shanghai in 1919, and our network has now grown to include virtually every major economy you may do business in worldwide.

Our experience in overseas markets and our understanding of local business practices and insurance needs give AIG people a unique advantage when serving multinational businesses around the world. Whether they're in transportation, steel, textiles or global finance. In the booming Pacific Rim or anywhere else in the world.

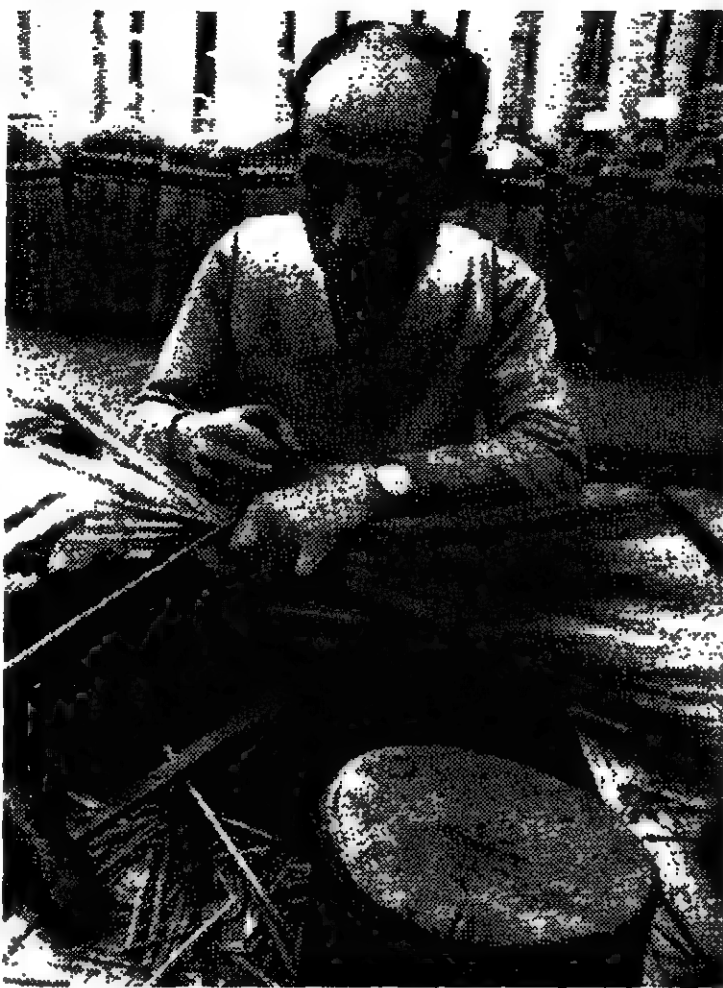


WORLD LEADERS IN INSURANCE AND FINANCIAL SERVICES.

American International Group, Inc. Dept. A, 70 Pine Street, New York, NY 10270.

The decline in Japan's entrepreneurial spirit may have far-reaching economic consequences, reports Charles Leadbeater

Rekindling the creative flame



The economic downturn has swept away many family enterprises

Japan is facing a crisis of entrepreneurship. The sharp downturn in the Japanese economy has brought small business confidence close to the lows it reached at the depths of the 1975 recession caused by the rise in oil prices.

Small business bankruptcies are about 40 per cent up on a year ago, compared with about 4 per cent for large companies. Employment in family enterprises is falling at an annual rate of about 10 per cent a year, compared with a continued moderate rise in salaried employment at large businesses. This downturn comes after a lengthy period of stagnation in small business performance, with declining rates of start-up and falling labour and capital productivity.

Japanese small companies have been a vital spark of creativity in Japan. Many of the household names of Japanese manufacturing have their roots in entrepreneurial companies founded after the second world war. The Honda Motor corporation started in a motorbike repair shop and Matsushita, the largest integrated electrical appliance maker in the world started as a small components manufacturer.

Small businesses are a vital source of flexibility, acting as subcontractors to larger groups. They have also provided employment stability.

Between 1981 and 1991 the share of employment accounted for by small companies, employing less than 300 workers, was stable in construction and real estate and fell marginally in manufacturing, retailing, financial services, transport and services. About 80 per cent of the Japanese workforce is employed in small companies.

The stability of small businesses' share of employment in Japan has been one of the main reasons for the country's low unemployment rate which did not rise above 3 per cent in the 1980s. But there is mounting evidence that the economic downturn has hit Japanese small businesses at a time when they were already running out of steam. A combination of structural factors and the sharp cyclical downturn means small businesses could be facing a shake out which could have far-reaching consequences for the economy.

The rate of business start-ups declined from about 7 per cent of all enterprises in the early 1970s to close to 4 per cent in the late 1980s. The net rate of business creation, the number of openings minus the number of business closures, stands at just under 1 per cent, according to official statistics gathered by the Ministry of International Trade and Industry.

But even that underestimates the decline in entrepreneurship. Start-

ups by independent entrepreneurs now account for less than half of new enterprises. The rest are subsidiaries of large businesses.

Moreover Japan's small businesses have gradually become less dynamic. In 1975 they were 62 per cent as productive as Japan's large companies. In 1990 they were only 50 per cent as productive, according to MITI figures.

One of the main reasons for the fall in labour productivity is that since the 1970s small businesses have been a vast "labour-sponge" soaking up workers displaced from manufacturing companies. These have maintained their international competitiveness by streamlining their factories.

Now small companies are facing a number of pressures which will force them to restructure too, making it more difficult for them to soak up labour which is being shed from larger companies.

As small companies get about 60 per cent of their finance from banks, they are vulnerable to a more restrictive approach to lending by the banks which are burdened by mounting bad loans. Banks are taking a more cautious approach to lending to risky small businesses, after a rapid expansion of lending in the mid-1980s.

In manufacturing small sub-contractors will feel the brunt of moves by large companies to cut costs by lengthening product cycles and reducing the number of model variations. This means manufacturers will need fewer components made by fewer suppliers. Small businesses in manufacturing are heavily exposed as about 66 per cent of them are sub-contractors.

Small manufacturers generally make less sophisticated products than large companies and are thus more vulnerable to mounting competition from rapidly industrialising low-wage economies.

Deregulation in retailing is making it more difficult for small companies to compete with large groups. Between 1988 and 1991, the number of large retail outlets grew by 8.4 per cent, compared with a fall

of 1.8 per cent in the number of small shops, according to MITI.

Many small companies are trapped by the rise and fall of Japan's land prices. The rise in land prices during the speculative bubble economy of the late 1980s made it difficult for small companies to get started. However, small businesses which used land holdings as collateral to increase their borrowing now face a tight financial squeeze. According to MITI's estimates a 30

per cent fall in land prices would require small businesses to reduce their outstanding debts by about 27 per cent to maintain a constant ratio of debt to assets.

Commercial land prices have fallen by between 4 per cent and 20 per cent and are still falling, according to official surveys. The implication is that small businesses will have to devote a growing share of their earnings to paying off debts, rather than investing.

In the short term small businesses' hopes of salvation rest with the government. Small businesses are a vital source of support for the ruling Liberal Democratic Party. The government has begun to cushion them against a credit crunch imposed by the banks restricting their lending.

In February, the Ministry of Finance wielded its influence over the commercial banks by officially asking them not to refrain from lending to small businesses.

The government has also increased public lending to small businesses through the public sector Peoples' Finance Corporation and the Small Business Finance Corporation.

Bank of Japan statistics show public-sector lending is growing in an attempt to offset a sharp fall in the growth rate of bank lending to small companies.

At its height in 1987, commercial bank lending to small businesses grew by 18.7 per cent, while the Small Business Finance Corporation's lending contracted by 3.3 per cent. However, since 1990 the roles have been reversed. In 1990 commercial bank lending to small business grew by 11 per cent but public lending rose by almost 20 per cent. In June last year public lending was rising at an annual rate of about 8 per cent, while commercial lending was growing at only 1.3 per cent.

Yet the government will be less able to offset the slowdown in commercial bank lending than it was during past downturns. The rise in private-sector lending to small businesses in the 1980s means they are now more heavily dependent upon the banks. In 1983 public sector lending to small businesses was about 25 per cent of bank lending, but by last year this figure was only 13 per cent of the bank's outstanding loans.

Moreover, the rise in public-sector lending will do nothing to relieve the longer term problems - intensifying competition from the rest of Asia, weaker relationships with their main Japanese clients, sluggish domestic demand and weak balance sheets.

The waning of the entrepreneurial spirit is becoming a source of official concern. The government has just begun to address what could prove to be a prolonged period of restructuring. A recent MITI report on small businesses said: "Considering the major contribution made by active business opening to boosting the country's industrial vigour, the decline in new start-ups, especially by individual entrepreneurs, has come to a point where we really need to worry about its grave consequences for the future of the Japanese economy."



In a Nutshell

Cutting support for consultancy

The government is to cut subsidies for the Enterprise Initiative Consultancy Scheme, which provides consultancy help in fields such as marketing, quality and design. Michael Heseltine, trade and industry secretary, said.

Support will be reduced from two-thirds to half of the cost to businesses in assisted and urban programme areas and from half to one third of the cost elsewhere, with effect from March 24.

When the consultancy scheme ends, as planned, in March 1994, it will be replaced with a programme delivered locally through "one-stop shops" and Training and Enterprise Councils. Heseltine said last week in a written answer to a parliamentary question.

The new programme will consist of a diagnostic service, a consultancy brokerage and continuation "in some form" of consultancy support and technology-related advice.

Conference call for small firms

Business training, counselling and the impact of the Training and Enterprise Councils are among the themes to be considered at the 16th National Small Firms' Policy and Research Conference to be held at Nottingham Trent University on November 17-19.

The conference is the main UK small firms event for academics and small business practitioners. Summaries of proposed papers must be submitted by April 30.

Contact Conference Administrator, Commercial Centre, Nottingham Trent University, Burton Street, Nottingham NG1 4BU. Tel: 0602 486408.

Commission comes under attack

A two-pronged attack on the European Commission and on its directorate general for enterprise (DG25), for failing to

do enough for small businesses, has been made by Ann Robinson, head of policy at the Institute of Directors.

The commission has failed to take into account the needs of small and medium-sized firms in devising the rules for the single market, while DG25 has proved a disappointment in defending their interests, she told an IOD small business conference in Belfast.

"The rules of single market appear to have been designed for big business and bureaucrats," she said. "Some of the most burdensome regulations for small firms have passed through the council of ministers without so much as a peep from DG25."

Campaigning to spread the word

The Management Charter Initiative, set up to improve the performance of the UK's managers, has launched a campaign to spread best practice in the field of small business initiatives.

The Managing for Growth campaign comprises the publication of recent research into small business problems, seminars and consultancy help. The aim is to ensure small business organisations do not "reinvent the wheel" but will be able to obtain information on schemes which are already working.

Among early examples of good practice identified by the MCI are a programme which provides high-level women managers as role models for their counterparts in small and medium-sized businesses and secondments of unemployed large company managers to small businesses. MCI, Russell Square House, 10-12 Russell Square, London WC1B 5BZ. Tel: 071 872 9099.

A beginner's guide to raising capital

The keys to raising venture and development capital are an able, experienced management team; a strong, marketable product range; and a concise and logical business plan.

Hints on raising equity finance are contained in a brief, beginner's guide from accountants Moores Rowland.

"Raising Venture and Development Capital", 8 pages. Free. Moores Rowland, Clifford's Inn, Fetter Lane, London EC4A 3AS. Tel: 071 831 2345.

BUSINESS OPPORTUNITIES

READERS ARE RECOMMENDED TO SEEK APPROPRIATE PROFESSIONAL ADVICE BEFORE ENTERING INTO COMMITMENTS

FUNDS AVAILABLE FOR THE LEISURE INDUSTRY

From £1 million upwards for management buy-ins / buy-outs and expansion of established UK leisure companies with:

- sound operating base
- proven management
- realistic plans for growth

Contact Jim Keane on 071 588 2721

The Fund is managed by Leisure Venture Funds (Management) Limited, which is registered in the conduct of its business by (BSC).

LAZARD LEISURE FUND

Leisure Fund, 21 Moorfields, London, EC2P 2HT.

PRIVATE ELECTRICITY GENERATING PLANT

Participants are sought to complete a £2.2 million syndicate in this £13.5 million project. High returns are anticipated since the income stream is supported by Government subsidy during the first five years. All contracts have been secured and construction is ready to commence. Minimum participation: £200,000. Enquiries by fax (0273 308826) or phone (0273 302544/308824).

This advertisement has been approved by Cipe & Delghe, Chartered Accountants, who are authorised to carry on investment business by the Institute of Chartered Accountants in England and Wales.

SPECIALIST OUTDOOR ADVERTISING COMPANY

Has identified highly profitable niche market in one of the fastest expanding economies in Asia. Funding circa £180K (loan, equity or equity/loan) required to implement development. Excellent rate of return and flexible repayment period. Interested parties please write to Box A4851, Financial Times, One Southwark Bridge, London SE1 9HL.

Old established holding company with strong balance sheet seeks Acquisition/merger/partnership for use of its subsidiaries. The subsidiary with a £2.5 million pound turnover manufactures equipment for the building services and water industry. To maximise the profit potential we seek a partner who currently manufactures or distributes comparable products and who is interested in consolidating their activities within our production and administrative facilities. Please write Box A4781 Financial Times One Southwark Bridge London SE1 9HL.

DIRECT LINE INSURANCE

Would you like to emulate their success with less of the risk? A ready made infrastructure is available for exploitation! Interested parties apply to: Box No A4856, Financial Times, One Southwark Bridge, London SE1 9HL.

MAINTENANCE CONTRACTS

Third Party Computer Maintenance Company wishes to sell a number of their small maintenance contracts. There are 180 contracts under ETK with a total annual value of £90K, all in and around West London. Write Box A4787 Financial Times One Southwark Bridge London SE1 9HL.

ENTERPRISE ZONE INVESTMENT

Available for purchase are 18 workshop units being built in well established enterprise zone in Dorset. Prices range from £47,250 to £126,000. The investment can be offset against income for 1992/93 tax and the return on the net investment will be 11.5% p.a. Rental income will be guaranteed. For details contact: Hindemore & Leggett, Chartered Accountants, 11 Pinner Street, Dorchester DT1 2BQ. Tel. No. (01302) 200033.

Authorised by the Institute of Chartered Accountants of Scotland to carry on investment business.

TURNAROUND/DEVELOPMENT

WE are a proven team, MD & FD, seeking new assignment. YOU are a company with definite potential, turnover £500K-£5M p.a., needing assistance.

For exploratory discussion with no obligation. Please write box no. A4792, Financial Times, One Southwark Bridge, London SE1 9HL.

ARE YOU INTERESTED?

to establish your enterprise in the heart of Germany?

We have the best connections in areas of Dresden, Chemnitz and Leipzig or Regensburg, Passau and Düsseldorf. Our office supports you with well educated and very experienced engineers, lawyers and accountants! Please contact our headquarters: Walger & Pöhlmann GmbH, Oranienburg, D-W 3549 Rhodan Germany. Fax 049 5694 1279.

PHARMACEUTICAL PRODUCTS REQUIRED

Well established, well funded pharmaceutical manufacturer with clear facility requires additional product lines to manufacture and sell. Purchase, acquisition, or contract manufacture considered. Principals only pls reply to: Box A4746, Financial Times, One Southwark Bridge, London SE1 9HL.

BLOCK DISCOUNTING FACILITIES SOUGHT

BY NATIONAL VENDING GROUP 2500K - £1000K FUNDERS CONTACT CRYOTONE GROUP Cryotone House Headley Rd Bordon GU8 0NZ Tel 0420 476748 FAX 0420 473768

CHINA

We have the LAND, have you the TOOLS? We have the LABOUR, have you the SKILLS? We have the RIGHT PRODUCTS? Excellent opportunity for moving your manufacturing base into the lowest labour cost China. Your product will be so competitive that it will be wanted in the world market, including China itself. Any interested parties, please contact: Feng Kong, Mr K. K. Liang, P.O. Box 110, 11, 18F, P.O. Box Commercial Centre, 1A Sai Yung Choi Street, Kowloon, Hong Kong. Tel: +852 780 7128 or 780808. Fax: +852 7718857.

FINLAND company is going to build A HOTEL

in Tallinn in Estonia, number of rooms 200, budget price FIM 75 M. We would consider developing this jointly with another company. Under care of Paul Bruker. Fax Finland 358 39 44 99 11.

GENUINE OPPORTUNITY

For individuals or companies to sell Swiss-made equipment meeting EEC directives. Call Linda Barnes 0932 860600

SCOTTISH BORDERS

Full residential estate luxury cottages with 10 year NIHC. Heister Ltd to produce attractive homes and holiday capital growth. Excellent Golf, Fishing and Hunting. A tax efficient managed investment available for corporate or private investors. COT relief. Contact: John McEwan Tel: 0835 62049 Fax: 0835 63749

AIRCRAFT WANTED

1 x Citation £300 dry hour
1 x Jet Ranger £200 dry hour
Lease or rental
Confidential 061 491 4828

Management Buy-Out

What is your company worth? PC spreadsheet valuation model, as used by venture capitalists. £695 + VAT. For further details contact: BAS (London) Ltd, 28 Grosvenor Street, London W1X 9PE. Tel: 071-917 9711 Fax: 071-917 6002

ATTENTION DIRECT MAILERS/MAILING HOUSES

Unique opportunity. Send cards/folders/pamphlets anywhere in the World by airmail utilising normal postal system. Just \$5.75/cdo (in its life as a cpo) with up to 60 days credit. Contract available. Reply Box No. A4785, Financial Times, One Southwark Bridge, London SE1 9HL.

HOTELS AND COMMERCIAL PROPERTIES

BUY AND SELL WORLDWIDE

FURTHER INFORMATION Tel: 071-537 3333 Fax: 071 255 2955

SOUTH OF ENGLAND

Merger & Acquisition Brokers looking for partner with capital. Would suit qualified solicitor or accountant.

Write to Box A4745, Financial Times, One Southwark Bridge, London SE1 9HL.

FOR SALE

VANADIUM AND OTHER RARE EARTH METALS Moscow office: (095) 124 7815 Fax: (095) 129 50 30 Tel: (062) 612421 Wales SU Tel: 01937 330135 Fax: 01937 330135 117218, Moscow, B-216, PB 76, NTR LTD

AMERICAN TECHNOLOGY EXPORTS

First Trades Co. Inc. has the expertise to locate & negotiate your purchase of US technology goods: Medical Devices & Hospital Equipment, Electronics & Communications, Industrial Machinery, R&D & Lab equipment. Contact: Box 67394, Dpt F, Chantier Hill MA 02167 USA. Tel: 017-332-3606; Fax: 017-332-3268.

CHANNEL ISLANDS

Offshore Company Formation and Administration. Also Liberate, Panama & BVI etc. Total offshore facilities and services.

For details and application write: City Trust Ltd, 10, Leinster House, 2-6 Belgrave Rd, St Helier, Jersey, J1. Tel: 0334 78774, Fax: 0334 35401. Telex: 412227 COTRIM C

JOINT VENTURE OPPORTUNITIES required for business consultancy. Excellent business opportunity: related to owner development projects. General Manager Marketing, Finance operations. OY in MD, ABC Group, 34 Fleet Lane Street, WOL 4BA. Tel: 071 531 0181

A YEAR IN PROVENANCE or hard cash

in exchange for a profitable product range with sales through major retailers UK, Italy, Australia & Middle East. Products include: insect repellent, Fry-broilers, and biodegradable Stain Removers with formulations, tooling, Patents and Trade Marks. Ring 0243 531313.

LONDON STATIONERY COMPANY

(non printed) turnover between quarter and a half million, looking for similar small company in the same market to co-operate, share overheads or merge. Write Box A4786, Financial Times, One Southwark Bridge London SE1 9HL.

APPROX 20,000 LADIES SHIRTS

for sale - all one colour - apple green, 50% polyester 50% cotton - sizes in the main 8, 10, 12, 14, 16, and some 18. Price 8p, each not (plus V.A.T.) if sold to U.K. company) ex-manufacturer U.K. No Office. No time-stoppers, write Box A4800 Financial Times One Southwark Bridge London SE1 9HL.

VCE

Does your business need capital? Active private investors & companies now call to invest. Tel: 0691 37799

COMPANY FINANCIAL CRISIS?

For Financial Counselling Tel: 0826 818210 Fax: 0826 818211. Don't leave it too late!

BUSINESS SERVICES

FREEPHONE BS 5750

"It'll cost you nothing to call"....

"But it could cost your company if you don't"....

Melodramatic? Not really. Each year more and more companies achieve BS 5750. Many of those companies are your competitors. Even more importantly an increasing number of organisations will now only deal with suppliers who have earned this British and International standard. They could be some of your major customers. But quality assurance isn't just there to impress others. With BS 5750, you'll find that your management procedures are more efficient, your way of operating more cost effective and your company more profitable.

In short, your products or services will be more competitive and your customer service so good people talk about it. So give us a call. Thousands of companies value the long-term relationship that assessment by SGS Yarsley brings and the benefits of accredited certification. Would you like to join them?



Dial 100 and ask for FREEPHONE BS 5750

SGS Yarsley International Certification Services Limited. Trowers Way, Redhill, Surrey RH1 2JN

Making Quality a Reality

WE GUARANTEE YOU THE LOWEST PRICE, OR YOUR NEXT ROOM FREE



LONDON: 071 328 1790 MANCHESTER: 061 431 8000

To make your next hotel reservation ring for full details of Exposure's Exposure Guarantee.

PARIS HELPLINE Will answer your questions about doing business in France.

Tel: (010 33 1) 44 70 90 72 Fax: (010 33 1) 44 70 90 73

Confidential Office

Address - Docklands/City Mail, Telephone Answering, Fax, Word Processing, Registered Office Facility, Training & Function Room from 50p per day. Tel: 071 265 8772. Fax: 071 265 8944. Call Vicky on Extension 22

ADVERTISING - ARE YOU MEDIA PRICE-WISE? DO YOU REALLY GET THE BEST DEAL? TO FIND OUT CALL 0932 552710.

GROSVENOR STREET, W1. Lux. furnished offices, sec. fax & tele. fr. CTO pm, shortlisting fr. Tel: 071 493 7820.

YOUR OFFICE IN LONDON From 70p a day

Accountant/Analyst/Call Centre etc. Office Box. Tel: 071 436 0766 Fax: 071 580 9729

HARLEY STREET BUSINESS CENTRE

Fully serviced offices, business address, boardroom, all essential services plus low telephone and message taking for further details. Phone: 071 827 5505.

LEADING SALES TRAINER/MOTIVATOR

with enviable track record - seeks new challenge. Colour brochure outlining skills & achievements prepared. Box No. A4783, Financial Times, One Southwark Bridge, London SE1 9HL.

YOUR MAILING ADDRESS IN LONDON

Paris, Berlin, Frankfurt, Madrid and 70 other top locations worldwide. Call Regulus on 071 872 5500

GRAPHOLOGICAL HANDWRITING ANALYSIS

services for business (employment etc) or leisure. Private & Confidential. Tel/Fax: 081 421 1818.

BUSINESSES FOR SALE

Touche
Ross

The Joint Administrative Receivers, Ralph S. Preece and Leonard H. Gatoff offer for sale the business and assets of the following companies in administrative receivership:

Yel Limited
Jimmy's Bar Limited
Buzz (Leeds) Limited
Bliss (Nightclubs) Limited
City Leisure (Earls Court Road) Limited
Waterside (Hotel) Limited

The business and assets of the above companies comprise a number of fully operational theme bars and discotheques, trading from leasehold properties sited in well established locations in Newcastle Upon Tyne, Leeds and London.

- Yel Bar, Newcastle, is located in the busy city centre and achieved turnover of approximately £890,000 in the year ending 31 December 1992.
- Jimmy's Bar, Newcastle, is located in the popular Quayside area of the city and achieved turnover of approximately £700,000 in the year ending 31 December 1992.
- Yel Bar, Leeds, is a popular venue bar which was fully refurbished during 1991. Turnover for the year ending 31 December 1992 was approximately £730,000.
- Buzz Nightclub, Newcastle, which has recently been refurbished, is forecast to achieve turnover of approximately £800,000 during 1993.
- Bliss Nightclub, Newcastle, which has also been recently refurbished, is situated adjacent to Buzz, incorporates a restaurant, and is forecast to achieve turnover of £416,000 during 1993.
- Club Copa and Harpo's Bar are located on the Earls Court Road, London, and achieved a turnover of approximately £1,100,000 during the year ending 31 December 1992. Harpo's Bar was fully refurbished during 1991.
- The Waterside Hotel, located adjacent to Jimmy's Bar is in the Quayside area of Newcastle, is a 20 bedroom hotel and achieved turnover of approximately £210,000 during the year ending 31 December 1992.

For further information, please contact either Richard Daszkiewicz or Adrian Berry at the address below.

10-12 East Parade, Leeds LS1 2AJ. Tel: 0532 439021. Fax: 0532 448942.

Authorised by the Institute of Chartered Accountants in England and Wales to carry on investment business.

STRUCTURAL ENGINEERING & FABRICATION

Indecon Limited
(Steel Division)

The Joint Administrators, D M Middleton and M J Moore offer for sale the business and assets of this structural engineering and fabrication specialist, of proven repute within the private and public construction industry.

Principal features of the business include:

- current turnover of £3.3 million, but has previously achieved over £7 million
- ability to execute contracts up to £1 million
- combined purpose built office and manufacturing facility equipped with modern sawing, CNC drilling, shotblasting and associated fabrication plant.

For further information please contact D M Middleton or M J Moore of Coopers & Lybrand, Haddon House, Higham Place, Newcastle upon Tyne NE1 6BP. Telephone: 081 261 2121. Fax: 081 230 5953.

Coopers & Lybrand is authorised by the Institute of Chartered Accountants in England and Wales to carry on investment business.

Coopers
& Lybrand

MANUFACTURERS OF PRECAST,
PRESTRESSED CONCRETE BUILDING PRODUCTS

Bourncrete Limited

The Joint Administrative Receivers, offer for sale on a going concern, the business and assets of this well established designer and manufacturer of precast, prestressed concrete building products based in Shillingbourne, Kent.

Principal features of the business include:

- turnover of approximately £2.9m in 1992
- skilled workforce of approximately 35 employees
- freehold site of approximately 11.6 acres containing manufacturing premises of approximately 36,700 sq ft
- network of sales agents.

For further information please contact either Nigel Vooght or his manager Scott McDonald of Coopers & Lybrand, PO Box 282, Maidstone, Kent ME14 6X8. Telephone: 0622 672061. Fax: 0622 662053.

Coopers & Lybrand is authorised by the Institute of Chartered Accountants in England and Wales to carry on investment business.

Coopers
& Lybrand

FOR SALE

South-East Based

TELECOMMUNICATIONS COMPONENTS MANUFACTURER

Following a successful investment, the shareholders of this profitable, BT approved business now wish to dispose of their interests. The shareholders are willing to consider either an outright sale, or alternatively the sale of the trading assets and goodwill, which would allow the integration of the business into a purchaser's existing overhead structure. Sales amount to some £750,000 with a gross margin available of approximately 45%.

Write box A4797 Financial Times One Southwark Bridge London SE1 9HL

FOR SALE

Manufacturing and engineering development company. South of England. Turnover £4.5m, 75% Exports. Profitable. Supplier of machinery to the electronic component and PCB industries.

Write to Box No. A4798, Financial Times, One Southwark Bridge, London SE1 9HL.

Robert G Roberts & Jones Limited Group
(In Receivership)

The business and assets of this advertising and public relations group, which is based in Liverpool, are available for sale as a going concern.

Robert G Roberts & Jones Limited (In Receivership)

- Largest independent full service agency in the North West.
- Impressive portfolio of prestigious national and local clients.
- 1992 turnover £5.5 million.

Lyver Studios Limited (In Receivership)

(Trading as 'Accent on Design')

- Provides graphic and fine artwork services.
- Portfolio of national and local clients.
- Turnover in 9 months to 31 December 1992 £576,000.

Advance Public Relations Limited (In Receivership)

(Trading as Stopforth Bright Anderson - 'SBA')

- Provides public relations and consultancy services.
- Portfolio of national and local clients.
- Turnover in 9 months to 31 December 1992 £256,000.

For further information please contact:

A J P Brereton FCA, The Joint Administrative Receiver, Price Waterhouse, York House, York Street, Manchester M2 4WS. Tel: 061-226-6541. Fax: 061-236-1268.

Price Waterhouse

Crofts
(Harrogate)
Limited

(In Administrative Receivership)

The Joint Administrative Receivers offer for sale as a going concern the business and assets of the above retailer of ladies high fashion merchandise.

- Turnover £1.2m
- Two fully fitted freehold retail outlets in Harrogate and Helmsley, North Yorkshire, giving 3960 sq. ft. and 1440 sq. ft. of selling space
- Both outlets in good locations
- Labels stocked include J. J. Fink, Yarell, Antonette, Helene Sraesser and Le Truc

The business and assets of a similar outlet in Guernsey may be available from the directors of associated companies, which are not in receivership.

For further details please contact the Joint Administrative Receivers, John Ayre FCA and Mark Dobell FCA, Ernst & Young, Barclays House, 6 East Parade, Leeds LS1 1HA. Telephone: 0532 431221. Facsimile: 0532 442241.

ERNST & YOUNG

Authorised by the Institute of Chartered Accountants in England and Wales to carry on investment business.

Le Cafe Du Jardin
28 Wellington Street
Covent Garden, WC2

The Joint Administrative Receivers of Raselcol Limited, G S Kinlan and P R Copp, offer for sale as a going concern the business and assets of this long established restaurant in one of the best locations in London.

- Ground floor and basement restaurant in all about 2,500 square feet
- French and continental cuisine
- Approximately 100 covers
- Turnover (net) to 31/10/92 of £888,560
- Leasehold premises (16 years unexpired)

Interested parties should contact Mr P Barrop of the Receivers' sole agents, Messrs Robert Barry & Co, 7 Upper Grosvenor Street, Mayfair, London W1Z 9PA. Tel: 01-491 3026. Fax: 01-629 9373.

STOY HAYWARD

Accountants and Business Advisers A member of Horwath International

Authorised by the Institute of Chartered Accountants in England and Wales to carry on investment business. The London office of Stoy Hayward is registered in the Companies Register No. 191779. Tel: 01-491 3026. Fax: 01-629 9373.

FOR SALE

THE BUSINESS AND ASSETS OF AN ESTABLISHED AGRICULTURAL SEED CONTRACT GROWING AND PROCESSING CONCERN

- Turnover £1m per annum
- Leasehold property interest in Wem, Shropshire
- Established customer base
- Substantial stock holding including cereal seed stock for Spring 1993 planting season
- 2 seed processing lines with ancillary equipment

Interested parties should contact either of the following:

Chris Hall Ian Clark

Edward Rushton CLARK & CO.

Insolvency Practitioners

021-212 4050 0625 548180

SPECIALIST STAINLESS STEEL PRESSURE
VESSEL MANUFACTURER
FOR SALE

North West based manufacturer with full C.A.D. 'in house' facilities. Excellent track record in the industry for over 30 years producing vessels, columns, tubular condensers and pipework.

Blue chip customers base. No long term debt. This is NOT a distress sale. Exit route sought for retiring directors.

Pricing: Circa Net Assets.

Details: Roschill, Lydiate, Merseyside L31 4JF. Tel: 051 326 4008. Fax: 051 326 1673.

A. ANTHONY ASSOCIATES

CORPORATE FINANCIAL PLANNING

LEONARD CURTIS

BY ORDER OF THE JOINT ADMINISTRATIVE RECEIVERS
K. P. BARRY FCA & S. D. SWADEN FCA

JOHN MILROY LIMITED
T/A MILROYS

Offers are invited for this well known wine & spirit merchants. Trading from leasehold premises in Greek Street London W1. The company has been trading since 1973 and is famous for its whisky expertise and Milroys Whisky Club.

• Further enquiries should be addressed to the offices of:
Leonard Curtis & Co, Chartered Accountants,
30 Eastbourne Terrace, London W2 6LF Tel: 071-262 7700 Fax 071-723 6059

SUN AND SNOW LIMITED

The Administrative Receiver offers for sale this well established ski sports shop

- Turnover £500,000 approx. p.a.
- Shop situated near Harrods in Knightsbridge.
- Stocks for sale including well known names.
- Double fronted shop.
- Good reputation.

Please contact Chris Chapman of Gibson Hewitt & Co. Tel: 0932 336149 Fax: 0932 336150

Chartered Accountants, 5 Park Court, Pyrford Road, West Byfleet, Surrey, KT14 6SD.

GIBSON
HEWITT
—& CO

The Joint Administrative Receivers of
ACME SIGNS AND DISPLAYS LIMITED

OFFER FOR SALE

the business and assets of

MOVITEX

Manufacturers of inter-changeable signs and planning charts, price ticketing and office signs to include The Business, Goodwill, Trade Marks, Plant, Stocks and Order Book

Contact: David R.P. Sapse or Frances E. Watson BEGBIES

Chartered Accountants
6 Raymond Buildings,
Gray's Inn,
London WC1R 5BP
Tel: 071-242-6939 Fax: 071-405-0350

CORK GULLY & SONS LTD
GROUP WORKSHOPS

The Joint Liquidators offer for sale two motor dealership premises, in Rugeley.

- freehold premises comprising Showroom, Workshop and Offices
- leasehold premises comprising Showroom and Offices on Workshop, Office, Petrol Station and Used Car Forecourt.

For further information please write to A R Stummey, Cork Gully, St Andrew's House, 20 St Andrew Street, London EC4A 3AY. Fax: 071 212 8900. Please quote reference PP 0413.

Cork Gully is authorised by the Institute of Chartered Accountants in England and Wales to carry on investment business.

Cork Gully

GREETING CARD DISTRIBUTION
CENTRAL/GREATER LONDON AREA

Solid expanding business serving 500 well established accounts currently netting 75,000 pa.

Substantial price required
Phone 061 488 4469

WELL ESTABLISHED
INDEPENDENT
FINANCIAL ADVISER

Specialising in the management of broker bonds (life and pensions). Approx. £30m. Under management. First class clientele.

Write (Principals only) to Box No. A4794, Financial Times, One Southwark Bridge, London SE1 9HL.

The Art of Selling a Business

The BPG Guide to Selling a Business

For further information please contact: Wayland Ward-Smith BPG Corporate Finance Limited 24 Grosvenor Street London W1R 3EF. Telephone: 071-463 2550 Fax: 071-429 9444.

COMPANY
FOR SALE

Database Marketing

Further enquiries write to Box No. A4790, Financial Times, One Southwark Bridge, London SE1 9HL.

CLAY PIGEON

Manufacturing Business. Substantial Plant, large capacity. Excellent opportunities for growth. Central location in Midlands. Realistically priced £110,000.

Please apply to Box No. A4798, Financial Times, One Southwark Bridge, London SE1 9HL.

BUSINESS FOR SALE

Well established industrial fan distribution company. Located in the North. Extensive customer base. No longer core business. Initial enquiries (principals only) to Box No. A4792, Financial Times, One Southwark Bridge, London SE1 9HL.

FOR SALE DUE TO
RETIREMENT

Expanding privately owned business manufacturing exclusive gift agents and established accounts throughout U.K. Gift Shops, Garden Centres, Wildlife Parks etc. Outside in Japan and USA. Write Box A4889 Financial Times One Southwark Bridge London SE1 9HL.

BRUSSELS

Residential Property Company 40 apartments, 4 shops FULLY LET Rental Income - £87.7m million (undivided) For Sale - £9.70 million Tel: H. Dellar +32 2 716 4700

MAGAZINE
ADVERTISING
ASSETS

of insolvent companies and businesses. Free copy 071-262 1164

RECEIVERSHIPS/LIQUIDATION

- PINK PAGES - New weekly guide to every insolvent company. Direct contact with Liquidators/Receivers. Fully indexed according to company type. Free sample copy - Tel: (0273) 826681.

OFFICE
EQUIPMENTBANKRUPT
OFFICE & SYSTEMS
FURNITURE

Stocks of Steelcase, Herman Miller, Knoll, Westinghouse, Vitra Chairs, Gordon Russell, Boardroom Tables, General Desks & Filing. Tel: 081-743 2100 FAX: 081-749 9500

If you are SELLING we also BUY

CONTRACTS &
TENDERS

Aredor Distribution Ltd

announces the result of their sale by tender of one rough diamond weighing 284.96 carats from the Aredor Diamond Mine in Guinea. The diamond was purchased by the international jeweller Mr Robert Mouawad of Geneva.

The tender was conducted by the sole selling agent of the Aredor-Diamond Mine, IDC (Holdings) Ltd, London and Antwerp.

COMPANY NOTICE

BRADFORD
& BINGLEY

£200,000,000

Floating Rate Notes due 1995

In accordance with the terms and conditions of the Notes, the interest rate for the period 15th March, 1993 to 15th June, 1993 has been fixed at 6.125% per annum. The interest payable on 15th June, 1993 against the Coupon 8 will be £54.38 per £10,000 nominal.

Agent Bank ROYAL BANK OF CANADA

EBRD picks chief economist

Jacques Attali's European Bank for Reconstruction and Development has hired a heavy hitter as chief economist to replace John Fleming, who leaves in September to become warden of Wadham College, Oxford.

Michael Bruno (right), governor of the Bank of Israel between 1986 and 1991, will take over in October. He was approached indirectly by the EBRD about six months ago and opted for the London-based bank after turning down an offer to be chief economist at the World Bank in Washington.

Bruno is currently Melchior Professor of International Economic Policy at the Hebrew University in Jerusalem and president of the International Economic Association.

At 60, Bruno is no stranger to the problems of radical economic change and has been willing in the past to take a tough line with politicians.

He was one of the architects of a successful Israeli economic recovery programme in the mid-1980s and later, as bank governor, had to cope with the economic strains caused by mass immigration from the former Soviet Union.

Bruno has advised Mexico, the former Yugoslavia and Poland on economic reform and wrote a book on stabilisation and reform while he was a visiting professor at Massachusetts Institute of Technology. At the Israeli central bank, he was often embroiled in controversy with the Likud-led government. In 1989 he took the brave step of urging cuts in the Israeli defence budget to curb increases in government borrowing.

Such policy-making experience will be invaluable in his



dealing with the new democracies of eastern and central Europe and the former Soviet republics as well as with the Byzantine bureaucracy of the EBRD itself.

Non-executive directors



Sir James McKinnon, who steps down as director general of the Office of Gas Supply (Ogas) in September, could soon pick up his first company chairmanship. He is replacing Sir Graham Day as deputy

chairman of MAI, Lord Hollick's financial services and media group.

Sir James, 63, one of Britain's more combative regulators, announced last month that he was retiring a year earlier than planned. Sir James has known Sir Ian Morrow, who has been chairman of MAI since 1974, since their days together at the Scottish Institute of Chartered Accountants - of which they have both been presidents.

However, Sir Ian has turned 80 and now that Sir Graham has decided to relinquish the deputy chairmanship of MAI, Sir James, a former finance director of Imperial Tobacco, would seem a natural successor to the MAI chair. Sir Graham, chairman of Cadbury Schweppes, remains a non-executive director of MAI.

John Ashworth, director of the London School of Economics, is David Sainsbury's first non-executive appointment to the board since he took over as chairman of supermarket chain J Sainsbury last November.

Ashworth says that the directorship "formalises" a long-standing involvement with David Sainsbury. Ashworth is a trustee of the Gatsby Charitable Foundation and the two families have known each other for years. He adds that, as far as he is aware, the Sainsburys have never given any money to the LSE.

Knowing "nothing" about retailing, Ashworth, 54, says he has been recruited rather for his biological expertise with his application to food science. Starting out in the department of biochemistry at Leicester

University, Ashworth subsequently became professor of biology at Essex. Before his nine year stint as vice chancellor of Salford University, he worked at Cabinet Office as chief scientist in the central policy review staff.

He notes that as a Gatsby trustee he has had a hand in evolving its policy towards plant science and in helping set up the Sainsbury laboratory which carries out research into disease resistance in plants.

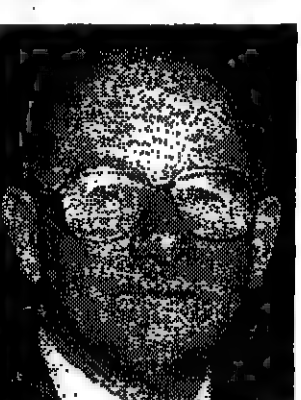
Christopher Chataway has resigned from RADIOTRUST. Sir David Nicholson is resigning from SOUTHERN WATER. Matthew Dobbs, a director of Schroder Investment Management (Japan), at SCHRODER KOREA FUND on the resignation of David Salisbury.

Founder Jones shares out top job

Sharelink, Europe's largest execution-only stockbroker, has recruited Richard Fielding (right), former chairman of insurance brokers CE Heath, as non-executive chairman of the holding company.

Founder David Jones, who had combined the roles of chief executive and chairman, explains that since last May's management buy-out the company had said it intended to seek a non-executive chairman.

"It has just taken a long time to get around to it; we have all been very busy." Sharelink has grown rapidly during its six year existence; Jones claims it now sees up to 10 per cent of all stock market transactions in the UK, with a market share of 15-20 per cent of the country's private client



business. He is already confident of being able to exceed "significantly" this year's budgeted profit of £2.5m. Fielding, 58, retired as chairman of CE Heath last July. Having risen to the position of

managing director at the insurance broker in the early 1970s, he left to form his own company, Fielding Insurance Holdings. The latter was merged with Heath in 1986. Fielding became group chief executive and chairman the following year.

Approached for the Sharelink opening by headhunters, Fielding says he had never been headhunted before and that he "enjoyed the novelty". Jones, meanwhile, reckons his new chairman combines the "right personal qualities and style" in addition to having the experience of building a business from scratch into a large organisation. "And insurance is not a million miles from stockbroking - lots of paper, to begin with," adds Jones.

CONTRACTS & TENDERS

TURKISH AIRLINES INC.

Turkish Airlines invites any interested parties to tender for the supply of JET FUEL A-1 for the period 1st May 1993-30th April 1994 inclusive, at European, Middle East, USA and Far East airports. Fuel will be purchased under sealed tender by adjudication. Proposals must be delivered on or before 5th April 1993 17.00 p.m. local time to the address shown below. Full information on bidding together with technical and administrative conditions are also available, details of contacts are shown below.

Turkish Airlines Inc.
11-12 Hanover Street
London W1R 9HF

Turkish Airlines Inc.
Fuel Management
Ataturk Airport
General Management Building
A Block 2nd Floor
34060 Vezirhanli/Istanbul, Turkey

Tel: No. 28871 DTK TR or 21188 TJK TR
Tel: 010 901 574 74 03010 901 574 73 00 ext. 1250 or 1253
Fax: 010 901 574 74 44010 901 574 76 04

LEGAL NOTICES

No. 00 2048 of 1993
In the High Court of Justice
Chancery Division
Company Court

IN THE MATTER OF
JOHN TAYLOR HOLDINGS LIMITED

NOTICE IS HEREBY GIVEN that a Petition was on 4th March 1993 presented to Her Majesty's High Court of Justice for the winding up of the above-named company on the grounds that the company is unable to pay its debts as they fall due.

1. Confirmation of the petition of the above-named company on the grounds that the company is unable to pay its debts as they fall due.

2. Confirmation of the petition of the above-named company on the grounds that the company is unable to pay its debts as they fall due.

3. Confirmation of the petition of the above-named company on the grounds that the company is unable to pay its debts as they fall due.

4. Confirmation of the petition of the above-named company on the grounds that the company is unable to pay its debts as they fall due.

5. Confirmation of the petition of the above-named company on the grounds that the company is unable to pay its debts as they fall due.

6. Confirmation of the petition of the above-named company on the grounds that the company is unable to pay its debts as they fall due.

7. Confirmation of the petition of the above-named company on the grounds that the company is unable to pay its debts as they fall due.

8. Confirmation of the petition of the above-named company on the grounds that the company is unable to pay its debts as they fall due.

9. Confirmation of the petition of the above-named company on the grounds that the company is unable to pay its debts as they fall due.

10. Confirmation of the petition of the above-named company on the grounds that the company is unable to pay its debts as they fall due.

11. Confirmation of the petition of the above-named company on the grounds that the company is unable to pay its debts as they fall due.

12. Confirmation of the petition of the above-named company on the grounds that the company is unable to pay its debts as they fall due.

13. Confirmation of the petition of the above-named company on the grounds that the company is unable to pay its debts as they fall due.

14. Confirmation of the petition of the above-named company on the grounds that the company is unable to pay its debts as they fall due.

15. Confirmation of the petition of the above-named company on the grounds that the company is unable to pay its debts as they fall due.

16. Confirmation of the petition of the above-named company on the grounds that the company is unable to pay its debts as they fall due.

17. Confirmation of the petition of the above-named company on the grounds that the company is unable to pay its debts as they fall due.

18. Confirmation of the petition of the above-named company on the grounds that the company is unable to pay its debts as they fall due.

19. Confirmation of the petition of the above-named company on the grounds that the company is unable to pay its debts as they fall due.

20. Confirmation of the petition of the above-named company on the grounds that the company is unable to pay its debts as they fall due.

21. Confirmation of the petition of the above-named company on the grounds that the company is unable to pay its debts as they fall due.

22. Confirmation of the petition of the above-named company on the grounds that the company is unable to pay its debts as they fall due.

23. Confirmation of the petition of the above-named company on the grounds that the company is unable to pay its debts as they fall due.

24. Confirmation of the petition of the above-named company on the grounds that the company is unable to pay its debts as they fall due.

25. Confirmation of the petition of the above-named company on the grounds that the company is unable to pay its debts as they fall due.

26. Confirmation of the petition of the above-named company on the grounds that the company is unable to pay its debts as they fall due.

27. Confirmation of the petition of the above-named company on the grounds that the company is unable to pay its debts as they fall due.

28. Confirmation of the petition of the above-named company on the grounds that the company is unable to pay its debts as they fall due.

29. Confirmation of the petition of the above-named company on the grounds that the company is unable to pay its debts as they fall due.

30. Confirmation of the petition of the above-named company on the grounds that the company is unable to pay its debts as they fall due.

31. Confirmation of the petition of the above-named company on the grounds that the company is unable to pay its debts as they fall due.

32. Confirmation of the petition of the above-named company on the grounds that the company is unable to pay its debts as they fall due.

33. Confirmation of the petition of the above-named company on the grounds that the company is unable to pay its debts as they fall due.

34. Confirmation of the petition of the above-named company on the grounds that the company is unable to pay its debts as they fall due.

35. Confirmation of the petition of the above-named company on the grounds that the company is unable to pay its debts as they fall due.

36. Confirmation of the petition of the above-named company on the grounds that the company is unable to pay its debts as they fall due.

37. Confirmation of the petition of the above-named company on the grounds that the company is unable to pay its debts as they fall due.

38. Confirmation of the petition of the above-named company on the grounds that the company is unable to pay its debts as they fall due.

39. Confirmation of the petition of the above-named company on the grounds that the company is unable to pay its debts as they fall due.

40. Confirmation of the petition of the above-named company on the grounds that the company is unable to pay its debts as they fall due.

41. Confirmation of the petition of the above-named company on the grounds that the company is unable to pay its debts as they fall due.

42. Confirmation of the petition of the above-named company on the grounds that the company is unable to pay its debts as they fall due.

43. Confirmation of the petition of the above-named company on the grounds that the company is unable to pay its debts as they fall due.

44. Confirmation of the petition of the above-named company on the grounds that the company is unable to pay its debts as they fall due.

45. Confirmation of the petition of the above-named company on the grounds that the company is unable to pay its debts as they fall due.

46. Confirmation of the petition of the above-named company on the grounds that the company is unable to pay its debts as they fall due.

47. Confirmation of the petition of the above-named company on the grounds that the company is unable to pay its debts as they fall due.

48. Confirmation of the petition of the above-named company on the grounds that the company is unable to pay its debts as they fall due.

49. Confirmation of the petition of the above-named company on the grounds that the company is unable to pay its debts as they fall due.

50. Confirmation of the petition of the above-named company on the grounds that the company is unable to pay its debts as they fall due.

51. Confirmation of the petition of the above-named company on the grounds that the company is unable to pay its debts as they fall due.

52. Confirmation of the petition of the above-named company on the grounds that the company is unable to pay its debts as they fall due.

53. Confirmation of the petition of the above-named company on the grounds that the company is unable to pay its debts as they fall due.

54. Confirmation of the petition of the above-named company on the grounds that the company is unable to pay its debts as they fall due.

55. Confirmation of the petition of the above-named company on the grounds that the company is unable to pay its debts as they fall due.

56. Confirmation of the petition of the above-named company on the grounds that the company is unable to pay its debts as they fall due.

57. Confirmation of the petition of the above-named company on the grounds that the company is unable to pay its debts as they fall due.

58. Confirmation of the petition of the above-named company on the grounds that the company is unable to pay its debts as they fall due.

59. Confirmation of the petition of the above-named company on the grounds that the company is unable to pay its debts as they fall due.

60. Confirmation of the petition of the above-named company on the grounds that the company is unable to pay its debts as they fall due.

61. Confirmation of the petition of the above-named company on the grounds that the company is unable to pay its debts as they fall due.

62. Confirmation of the petition of the above-named company on the grounds that the company is unable to pay its debts as they fall due.

63. Confirmation of the petition of the above-named company on the grounds that the company is unable to pay its debts as they fall due.

64. Confirmation of the petition of the above-named company on the grounds that the company is unable to pay its debts as they fall due.

65. Confirmation of the petition of the above-named company on the grounds that the company is unable to pay its debts as they fall due.

66. Confirmation of the petition of the above-named company on the grounds that the company is unable to pay its debts as they fall due.

67. Confirmation of the petition of the above-named company on the grounds that the company is unable to pay its debts as they fall due.

68. Confirmation of the petition of the above-named company on the grounds that the company is unable to pay its debts as they fall due.

69. Confirmation of the petition of the above-named company on the grounds that the company is unable to pay its debts as they fall due.

70. Confirmation of the petition of the above-named company on the grounds that the company is unable to pay its debts as they fall due.

71. Confirmation of the petition of the above-named company on the grounds that the company is unable to pay its debts as they fall due.

72. Confirmation of the petition of the above-named company on the grounds that the company is unable to pay its debts as they fall due.

73. Confirmation of the petition of the above-named company on the grounds that the company is unable to pay its debts as they fall due.

74. Confirmation of the petition of the above-named company on the grounds that the company is unable to pay its debts as they fall due.

75. Confirmation of the petition of the above-named company on the grounds that the company is unable to pay its debts as they fall due.

76. Confirmation of the petition of the above-named company on the grounds that the company is unable to pay its debts as they fall due.

77. Confirmation of the petition of the above-named company on the grounds that the company is unable to pay its debts as they fall due.

78. Confirmation of the petition of the above-named company on the grounds that the company is unable to pay its debts as they fall due.

79. Confirmation of the petition of the above-named company on the grounds that the company is unable to pay its debts as they fall due.

80. Confirmation of the petition of the above-named company on the grounds that the company is unable to pay its debts as they fall due.

81. Confirmation of the petition of the above-named company on the grounds that the company is unable to pay its debts as they fall due.

82. Confirmation of the petition of the above-named company on the grounds that the company is unable to pay its debts as they fall due.

83. Confirmation of the petition of the above-named company on the grounds that the company is unable to pay its debts as they fall due.

84. Confirmation of the petition of the above-named company on the grounds that the company is unable to pay its debts as they fall due.

85. Confirmation of the petition of the above-named company on the grounds that the company is unable to pay its debts as they fall due.

86. Confirmation of the petition of the above-named company on the grounds that the company is unable to pay its debts as they fall due.

87. Confirmation of the petition of the above-named company on the grounds that the company is unable to pay its debts as they fall due.

88. Confirmation of the petition of the above-named company on the grounds that the company is unable to pay its debts as they fall due.

89. Confirmation of the petition of the above-named company on the grounds that the company is unable to pay its debts as they fall due.

90. Confirmation of the petition of the above-named company on the grounds that the company is unable to pay its debts as they fall due.

91. Confirmation of the petition of the above-named company on the grounds that the company is unable to pay its debts as they fall due.

92. Confirmation of the petition of the above-named company on the grounds that the company is unable to pay its debts as they fall due.

93. Confirmation of the petition of the above-named company on the grounds that the company is unable to pay its debts as they fall due.

94. Confirmation of the petition of the above-named company on the grounds that the company is unable to pay its debts as they fall due.

95. Confirmation of the petition of the above-named company on the grounds that the company is unable to pay its debts as they fall due.

96. Confirmation of the petition of the above-named company on the grounds that the company is unable to pay its debts as they fall due.

97. Confirmation of the petition of the above-named company on the grounds that the company is unable to pay its debts as they fall due.

98. Confirmation of the petition of the above-named company on the grounds that the company is unable to pay its debts as they fall due.

99. Confirmation of the petition of the above-named company on the grounds that the company is unable to pay its debts as they fall due.

100. Confirmation of the petition of the above-named company on the grounds that the company is unable to pay its debts as they fall due.

101. Confirmation of the petition of the above-named company on the grounds that the company is unable to pay its debts as they fall due.

102. Confirmation of the petition of the above-named company on the grounds that the company is unable to pay its debts as they fall due.

103. Confirmation of the petition of the above-named company on the grounds that the company is unable to pay its debts as they fall due.

104. Confirmation of the petition of the above-named company on the grounds that the company is unable to pay its debts as they fall due.

105. Confirmation of the petition of the above-named company on the grounds that the company is unable to pay its debts as they fall due.

106. Confirmation of the petition of the above-named company on the grounds that the company is unable to pay its debts as they fall due.

107. Confirmation of the petition of the above-named company on the grounds that the company is unable to pay its debts as they fall due.

108. Confirmation of the petition of the above-named company on the grounds that the company is unable to pay its debts as they fall due.

109. Confirmation of the petition of the above-named company on the grounds that the company is unable to pay its debts as they fall due.

110. Confirmation of the petition of the above-named company on the grounds that the company is unable to pay its debts as they fall due.

111. Confirmation of the petition of the above-named company on the grounds that the company is unable to pay its debts as they fall due.

112. Confirmation of the petition of the above-named company on the grounds that the company is unable to pay its debts as they fall due.

113. Confirmation of the petition of the above-named company on the grounds that the company is unable to pay its debts as they fall due.

114. Confirmation of the petition of the above-named company on the grounds that the company is unable to pay its debts as they fall due.

115. Confirmation of the petition of the above-named company on the grounds that the company is unable to pay its debts as they fall due.

116. Confirmation of the petition of the above-named company on the grounds that the company is unable to pay its debts as they fall due.

117. Confirmation of the petition of the above-named company on the grounds that the company is unable to pay its debts as they fall due.

118. Confirmation of the petition of the above-named company on the grounds that the company is unable to pay its debts as they fall due.

119. Confirmation of the petition of the above-named company on the grounds that the company is unable to pay its debts as they fall due.

120. Confirmation of the petition of the above-named company on the grounds that the company is unable to pay its debts as they fall due.

121. Confirmation of the petition of the above-named company on the grounds that the company is unable to pay its debts as they fall due.

122. Confirmation of the petition of the above-named company on the grounds that the company is unable to pay its debts as they fall due.

123. Confirmation of the petition of the above-named company on the grounds that the company is unable to pay its debts as they fall due.

124. Confirmation of the petition of the above-named company on the grounds that the company is unable to pay its debts as they fall due.

125. Confirmation of the petition of the above-named company on the grounds that the company is unable to pay its debts as they fall due.

126. Confirmation of the petition of the above-named company on the grounds that the company is unable to pay its debts as they fall due.

127. Confirmation of the petition of the above-named company on the grounds that the company is unable to pay its debts as they fall due.

128. Confirmation of the petition of the above-named company on the grounds that the company is unable to pay its debts as they fall due.

129. Confirmation of the petition of the above-named company on the grounds that the company is unable to pay its debts as they fall due.

130. Confirmation of the petition of the above-named company on the grounds that the company is unable to pay its debts as they fall due.

131. Confirmation of the petition of the above-named company on the grounds that the company is unable to pay its debts as they fall due.

132. Confirmation of the petition of the above-named company on the grounds that the company is unable to pay its debts as they fall due.

133. Confirmation of the petition of the above-named company on the grounds that the company is unable to pay its debts as they fall due.

134. Confirmation of the petition of the above-named company on the grounds that the company is unable to pay its debts as they fall due.

135. Confirmation of the petition of the above-named company on the grounds that the company is unable to pay its debts as they fall due.

136. Confirmation of the petition of the above-named company on the grounds that the company is unable to pay its debts as they fall due.

137. Confirmation of the petition of the above-named company on the grounds that the company is unable to pay its debts as they fall due.

138. Confirmation of the petition of the above-named company on the grounds that the company is unable to pay its debts as they fall due.

139. Confirmation of the petition of the above-named company on the grounds that the company is unable to pay its debts as they fall due.

Selection process for Commission jobs attacked



EUROPEAN LAW

The appointments of two directors to the European Commission Directorate-General for Fisheries have been annulled by the European Court of First Instance, because the successful applicants were chosen by the Commission not because of their qualifications but because the EC countries from which they came were "owed" the jobs.

The case was brought by two of the unsuccessful applicants for the posts, who were rejected on the grounds that they were insufficiently qualified in spite of both having worked on EC fisheries policy. The two successful applicants were economists from Spain and Italy.

The Court found that the two previous holders of the posts had been Spanish and Italian and that, in spite of advertising the jobs openly, the Commission had already decided who the new directors would be before the applications of the other candidates had been considered properly.

The case brings into the open the political nature of the selection procedure for Commission jobs. It is hoped the Court's judgment will lead to greater transparency in Commission appointments.

T-58/91: *Boas and Fischer v Commission*, CFI 4CH, March 3 1993.

Luxembourg birth and maternity allowances discriminatory

The European Court last week upheld an action brought by the Commission against Luxembourg for imposing discriminatory rules for the grant of birth and maternity allowances.

Under Luxembourg law, ante-natal allowances were payable to pregnant women on condition that they were legally domiciled in Luxembourg and post-natal allowances were payable on condition that one of the parents of the child had been legally domiciled in Luxembourg for at least one year at the time of the birth. Maternity allowances were also available for any pregnant woman or mother legally domiciled in Luxembourg.

The Court ruled both types of allowance were social security bene-

fits under EC law and thus should be capable of being enjoyed by both migrant as well as purely national workers.

The Luxembourg government argued that the rules were not discriminatory because they applied to both Luxembourg nationals and nationals from other EC states. The Court rejected that argument, as it found that the conditions were more easily fulfilled by a Luxembourg national than a national from another member state.

C-111/91: *Commission v Luxembourg*, ECJ FC, March 10 1993.

Belgian environmental legislation in breach of EC law

The European Court has ruled Belgium in breach of EC environmental laws on air quality norms for nitrogen dioxide.

The EC legislation sets certain limits for the amount of nitrogen dioxide in the air. These limits can be reduced by individual Community countries, but only after consultation with bordering states which may be affected by lower limits.

The legislation also obliges member states to consult one another in the event of a pollution incident which results, or is likely to result, in the limits being exceeded; to keep the Commission informed of any consultations; and to give it the opportunity to participate.

Belgium implemented all the legislation except for the provisions relating to the consultations. The Belgian government submitted that these provisions did not need to be implemented as Belgium did not envisage taking any action which would lead to the consultation procedure being opened.

The Court rejected that argument. The provisions relating to the consultation procedure were an indispensable element of the legislation.

Failure to implement such provisions constituted a breach of Community law, in that Belgium had failed to implement fully the EC legislation as requested.

C-186/91: *Commission v Belgium*, ECJ FC, March 10 1993.

BRICK COURT CHAMBERS, BRUSSELS

The UK government is shortly expected to announce its preferred option for reforming the law on companies abusing their power in the marketplace to stifle competition. In a green paper published last November, Mr Michael Heseltine, the trade and industry secretary, canvassed three options. These are:

- to retain the existing case-by-case approach under the 1973 Fair Trading Act and 1980 Competition Act for dealing with anti-competitive practices. Under this option, the Office of Fair Trading would be given stronger investigatory powers and businesses would be made liable for damages and possible civil penalties for continuing abuse;

- to introduce a general prohibition on abuse of market power based on Article 86 of the Treaty of Rome, backed by tough investigatory powers for the OFT and fines on companies of up to 10 per cent of worldwide turnover;

- to introduce a general prohibition, give tough investigatory powers to the OFT and authorise stiff financial penalties, but retain the investigation provisions of the Fair Trading Act, which allow for industry-wide monopoly inquiries.

Initial reading of the green paper suggested that the government favoured the third option. This in itself was a big shift from its position just two years ago. Speaking about competition policy in July 1990, Mr John Redwood, then corporate affairs minister, said: "Existing UK competition law has plenty of powers to enforce open and fair markets. There are already several statutes giving extensive investigatory powers to the authorities. The government has decided not to introduce a prohibition-based policy on abuse of dominant position but to concentrate on effective use of existing powers."

The change in attitude since 1990 reflects growing pressure for comprehensive reform. The government remains committed to reform of restrictive practices legislation, and is aware of the contradiction of changing the law on anti-competitive agreements while leaving the law on abuse of market power unchanged.

Since 1990, subsidiarity - allowing decision-making to be carried out at the lowest appropriate level - has emerged as a leading issue within the EC. Brussels has made it clear that it will deal only with the most significant competition infringements or cases which are likely to advance the law, leaving the rest to the national courts.

There is also genuine concern that the present UK system is not working. It is weak on deterrents, and the 1980 Competition Act has provided slow and ineffective proce-

No clear-cut favourite

Robert Rice on the three options for reforming the law on abuse of market power by dominant companies



Divergent views: no clear consensus has emerged to guide Mr Heseltine

dures for tackling abuse.

In light of such pressures, those businesses hoping that the consultation exercise will result in a decision not to change the law on monopoly power are likely to be disappointed. The key question, however, is whether the responses to the green paper have persuaded the government to shift ground since November, away from a position close to option 3 - calling for a general prohibition - to one based on option 1 - retaining the case-by-case approach. Mr Heseltine's problem is that no clear consensus on the best option has emerged.

The Confederation of British Industry, after extensive consultation with its own members, is broadly against any reform, but if the government is determined to press ahead, then it would favour some variation based on option 1.

Businesses used to competing with a dominant player in the market, such as Mercury Communications, are generally behind option 3. The Consumers' Association also supports it. "Restrictions on competition almost always act against the consumer, by encouraging inefficiency, by limiting choice and by enhancing the power of vested

interests," says Mr Stephen Locke, CA's director of policy. "What is needed, and already exists at Community level, are clear prohibitions, substantial penalties for breaching them and full rights for third-party redress, enforced by an agency with strong powers of investigation."

The views of competition lawyers appear to vary with the position of their corporate clients. But when they divorce their views from their clients' interests, most appear to favour options 2 or 3.

The government, too, finds itself in a quandary in that a prohibition on abuse of a dominant position would have a huge impact on the regulated utilities, such as telecommunications, gas and electricity. It retains a golden share in most of them and might understandably be reluctant to adopt a regime which could have a big effect on the way they currently do business. On the other hand, the government is aware that there can be no justification for a prohibition not applying to the regulated utilities.

The view of the CBI will undoubtedly carry weight. The employers' organisation says a prohibition is too inflexible and "an inappropriate tool for ensuring that markets are

competitive". Even dominant companies must be in a position from which they can react to competitive pressures, it says. The CBI wants to retain a system which enables cases to be dealt with on an ad hoc basis rather than attempting to devise rules which make generalised distinctions between competitive and anti-competitive practices and ban the latter. It is unacceptable, the CBI adds, "that business could become liable for fines for behaviour which at the time it was undertaken was believed to be legal".

The CBI also believes a system based on prohibition would impose very high costs on business in the form of compliance and these costs would not be offset by any benefit resulting from the change - a view which is partially supported by many competition lawyers.

This looks like a "big industry" response to the issues raised by the green paper. But the CBI insists that it represents the views of its members across the board. The CBI's smaller-companies council is particularly concerned that small and medium-sized enterprises would bear a disproportionately high percentage of the costs imposed by a prohibition system.

The views of companies such as Mercury (which has competed against BT, the dominant player in telecommunications, for the past 11 years) cannot be ignored, however. In contrast to the CBI's "if-it-ain't-bust-don't-fix-it" message, Mercury believes that if the present system is proven to be inadequate then tinkering with it should not be an option. It believes that, for the regulated industries, industry-specific rules are not effective enough to deter anti-competitive behaviour. Instead, it argues, a radical solution is needed. It favours the introduction of a prohibition system making anti-competitive conduct per se unlawful, backed by a choice of effective remedies including the right to bring private legal actions.

Bringing private legal actions would be extremely difficult, however. It would take a long time to gather the necessary evidence, and the English courts have no experience in judging such complex economic issues. But Mercury says the intention is not to overload the courts with lengthy cases. Rather, it wants a system under which the "deterrent effect will be sufficiently strong to replace the existing incentive to abuse market power until told to stop".

Mr Heseltine faces some tough choices. The underlying pressure to beef-up the law on abuse of market power and to bring the UK into line with its European partners remains. But the government will also be wary of imposing a heavy new burden of costs on UK industry as it begins to emerge from recession.

LEGAL BRIEFS



High cost of failure to carry out reforms

The Law Commission, the UK government's law reform body, complained last week that government failure to implement its proposals for reform, particularly in the area of property law, was costing the UK millions of pounds in unnecessary legal fees and court costs. More than half of the 40-plus reports produced by the commission since 1984 remain either under consideration or unimplemented. This is in sharp contrast to 20 years ago. Of the 30 law reform reports submitted to the government between 1966 and 1973, 28 were implemented in an average time of two years.

Outside advice

An independent survey, commissioned by City lawyers Taylor Joynton Garrett of Britain's top 1,000 companies shows that 68 per cent are using more or the same amount of legal advice from outside law firms this year compared with 1991.

In-house legal departments are still contracting, however, with 53 per cent of companies saying they would be employing the same number or fewer in-house lawyers this year. Lawyers working in medium-sized companies with smaller legal departments are particularly at risk, with 16 per cent of companies in this category expecting to make cuts in their in-house legal teams in 1993.

The survey also showed that 20 per cent of the top 1,000 companies had recently taken advice on corporate recovery matters, and that 10 per cent had sought advice on issues connected with the future viability of their businesses or part of them. The companies all agreed that law firm fees were "very high", but that cost was only the fifth most important factor when choosing legal advisers. Specialist expertise came top.

★ Degussa on Balance

Measures Begin Producing Results

New Organizational Structure Strengthens Competitiveness

Degussa did well despite a considerably more difficult environment. Cost-reducing measures introduced at an early stage have made a significant contribution to the improvement. A consistent reduction in costs and a focus on core businesses will also continue to strengthen our competitiveness. Additionally, a new and decentralized organizational structure is enhancing our market orientation, and all synergic potential is being utilized.

Sales and Earnings

Group sales totalled DM 12.8 billion. Although

this was 4 % below the previous year's figure, it was attributable solely to lower sales from precious metals trading. Excluding precious metals trading and after offsetting changes in the composition of the group of companies included in the consolidation, sales rose slightly by 2 %. Group pre-tax earnings were up by 12 % to DM 200 million and Group net income rose by 23 % to DM 121 million. The improvement in Group income was generated primarily by the Chemicals and Pharmaceuticals Sectors. For Degussa AG, pretax income was DM 93 million - the previous year's level. Net income for the year totalled DM 61 million, of

which DM 10 million is to be transferred to the reserves and DM 51 million paid out to the shareholders as a dividend per share of DM 7.00.

Investments

Overall Group capital investments amounted to DM 605 million and financial investments totalled DM 103 million. Cash flow grew substantially over the previous year's figure, rising to DM 789 million. As a result of the capital increase of nominal DM 54 million, implemented in September 1992, Degussa received a total of DM 243 million including the additional paid-in-capital. The capital stock of

Degussa AG now totals DM 419 million. The new shares are entitled to dividends from the beginning of fiscal year 1992/93.

Research and Development

Based on Degussa's new organizational structure, R&D is now for the most part controlled by the operating areas. This enhances innovative power and more

September 30, 1992 the Group had a total of 33,425 employees - down 3 % from the previous year. After offsetting the increases and decreases attributable to acquisitions and divestments, the number of employees was down by 1,994. Payroll costs of DM 2.7 billion were at about the previous year's level. During the current fiscal year the number of

effects of the healthcare reform will have a negative influence on the Pharmaceuticals sector. However, through the early introduction and vigorous implementation of our cost-reduction measures, we have undertaken prudent steps to limit the negative influence of the economic environment and thus enhanced the Group's strength.

Assets	DM million	Equity & Liabilities	DM million
Property, plant & equipment	2,635	Issued capital	419
Investments	580	Revenue reserves & profit available for distribution	1,340
Non-current assets	3,415	Shareholder's equity	1,759
Intangible assets	1,561	Provisions	2,210
Liquid assets & receivables	2,543	Long-term liabilities	1,376
Current assets	1,104	Short-term liabilities	2,174
Total	7,519	Total	7,519

rapidly transforms R&D results into marketable products. A total of 2,919 employees was active in the Group's R&D activities, with outlays in this area totalling DM 482 million.

Employees

The number of employees declined considerably. As of

employees will be further reduced.

Outlook

For the near term, a worldwide economic upswing is not in sight. Quite on the contrary, particularly in Germany, overall recessionary conditions worsened still further. The

Group Consolidated	DM million
Sales	12,815
Cost of materials	7,854
Payroll costs	2,716
Depreciation	542
Income from investments	38
Income taxes	79
Net income for the year	121

Upon request, a copy of our Annual Report may be ordered from the Public Relations Department, Degussa AG, P.O. Box 11 05 33, D-6000 Frankfurt/M. 11, Germany

Frankfurt am Main, March, 1993
Degussa Aktiengesellschaft
The Executive Board

DOWN TO EARTH SOLUTIONS
Degussa



Opera in concert

Peter Grimes

The high point of Matias Rostropovich's current Britten Festival at the Barbican was intended to be the two concert performances of *Peter Grimes*. Up to a point, the intention was realised.

On Sunday, the excellence of the London Symphony Orchestra and Chorus was the highlight of the performance. Since the principal gain of such opera-in-concert is the host of opportunities offered for close-up examination of the score, the fine quality of the playing only enhanced admiration for the myriad fine detail of the music. A beautifully poised viola solo launching the Passacaglia offered a notable instance; so too the pitilessly characterful utterance of the Act 3 dance band, placed just close enough to allow the listener to note anew how subtly Britten worked his alpine pleasures into the fabric of gathering dramatic tensions.

A front-rank cast had been engaged: again, the pleasures of witnessing its most assured members in action fed one's admiration for the phrases Britten wrote for their characters. A singer's aim on such occasions should be the nicely judged infusion of characterisation into the smooth, clear delivery of notes. Such sharp-profiled singer-actors as John Dobson (Boles), John Cunliffe (Swallow), Anne Collins (Mrs Sedley), Menal Davies (Annie), and the sparky Jason Howard (Keene) - all experienced in the *Grimes* productions of Glyndebourne, RNO or Covent Garden - hit home their points with vivacious economy. It was good to hear Ryland Davies taking a character role, the Rector, with such elegance. Platform entrances and exits added to the concert-drama - not, though, the added bonus of the female chorus-member billing in for the boy apprentice.

But the three principals, newcomers to their roles, revealed their inexperience in ways that sometimes rocked the concert-opera balance. Bryn Terfel's preening of his youthfully magnificent bass-baritone made only a superficial connection with Balstrode. Nancy Gustafson, dressed as a handsome West Coast belle with a glitter of diamonds in her hair, sang with a generalised warmth that too rarely found the centre of Ellen's precisely placed notes.

It can be no easy matter to undertake one of *Grimes* in the city where Peter Pears and Jon Vickers have held sway. The Canadian Ben Heppner, a heroic singer of uncommon intelligence, sensitivity and bounteous vocal gifts, struggled with those portions of the vocal writing most closely linked with Pears's memorial idiosyncrasies. He will surely find his way deeper into the role, and should be fervently encouraged to do so - but, let us hope, under a conductor less far removed from the opera's "real world" than Rostropovich. To be brutally frank, it seemed to me that on this evening, and for all the conductor's generosity and musically enthusiasm, he hasn't a clue of how *Peter Grimes* actually goes.

Max Loppert

Second Barbican *Grimes* concert tomorrow

The first thing to say of this large exhibition of British art in the 1960s, that David Mellor - he of Sussex University - has selected and documented so copiously, is that it is beautifully presented, fascinating and extremely enjoyable at every turn. The second, which follows inevitably upon anything whatsoever to do with "the Sixties" - to those of us, that is, whose early career was coincidental with them - is that of course it is misconceived.

The exhibition's faults are the creatures of its virtues, for Mellor is so taken with his material, in all its aspects, that he offers us neither a thorough documentary nor a straight-forward celebration of the art, shown on its own terms for its own sake. We are taken down the byways of the social history of the times, tramping along the road from Aldermaston, reading *Private Eye* and the *International Times*, gazing at Christine Keeler, mocking Harold Macmillan, or Harold Wilson as the case may be, listening to the Beatles and The Who, sitting in at Horseley.

And as we browse, so we find ourselves chewing on the art - *tachisme*, or "action painting"; colour-field abstraction; Pop painting, hard-edge and optical; New Generation sculpture and implicit conceptualism. So again we are deflected back to the documentary, to the places and the circumstances, to the loose and shifting affiliations and interests of artists throughout the period. Back we go to the Royal Col-

Pop go the Sixties

William Packer both admires and questions the exhibition at the Barbican Art Gallery

legue; the studios and bomb-bombes of Notting Hill of the late 1960s; and to the wharfs and warehouses of Saint Katherine's Dock ten years on. The photographs in particular are marvellous, by Roger Mayne, Roger Coleman, Roger Freeman, Lewis Morley and Don McCullin - all those fresh, young, earnest, ambitious faces. I had expected such stuff to make me feel rather old. I can only say that I came away feeling not as old as all that.

It is all wonderfully indulgent and enjoyable, but the doubts remain, even so. The problem with any such survey is that it can never be at once hermetic and inclusive, particular and comprehensive. And with *Sixties*, saddled with that tendentious reputation and over-ample label, the problem becomes acute. What were the *Sixties*, and when, if ever, did they begin? For anyone of my generation, born in the late 1930s and early '40s, they began, if ever, long before, with Elvis and Brando, Osbourne, Kerouac and Traditional Jazz, Suez and Hungary. By 1965 or so, with satire and Profumo, the minicam and Jean Shrimpton's legs, they were over. The *Sixties* of Wilson, Flower Power, Protest, Prague and Paris, Sergeant Pepper and Peace & Love, were always

another age, another world. In sliding the two periods, Mellor rather misses the point, and the opportunity, both in sociological and creative terms. Nor does his basic premise hold: that here is a period now so neglected as to be in dire need of critical rehabilitation. Where has he been all these years? *Private View*, the Russell, Robertson, Snowdon encapsulation of his early period was published in 1968, and to turn its glossy, stylish pages today is hardly to move back into a vanished world.

Where are they now, Caro and Paoletti, Freud and Auerbach, Jones and Blake, Caulfield and Hoyland, Riley and Hodgkin, King and Hockney? Well, still here, I suppose. The world has moved on, and while some artists have fallen into obscurity, following generations of sculptors especially, have had their day in their turn. But, for all that, we are hardly addressing total eclipse.

Mellor speaks of "realigning parts of the hidden history of British art", and quite rightly draws attention again to the work of William Green, with his action painting; to Tony Messinger and his expressionist image of James Dean's crashed car; to Pauline Boty, who died young, with her definitive Marilyn. "The only



Quintessential Sixties: Brigitte Bardot by Gerald Laing, 1963; oil on canvas

integrity still shines out. Most of all is it apparent here in the "Situation" abstraction, shown by the Arts Council in 1963 - the first flush of maturity in the work of such as Gillian Ayres, the Cohen brothers, Hoyland, Law, Irwin, Mundy, Plumb, Smith, Vaux and Young. There they all were, European in sensibility yet responding to what was coming out of New York, looking about them but remaining quite themselves. They were professional enough - the professional ethic would come later. Mellor is quite right in this respect, that here is an authentic British school we have consistently undermind.

■ The *Sixties* art scene in London: the Barbican Art Gallery, the Barbican Centre EC2, until June 13, supported by the Hulton Deutscher Collection; Apple UK; Atlantic European. David Mellor's excellent and substantial book on the exhibition - more than a mere catalogue - is published by Phaidon, £22

Theatre

Frank Pig Says Hello

Frank Pig Says Hello at the Royal Court Upstairs represents a type of play increasing its popularity in studio venues: a tight, two-handed, self-contained, which asks actors to be versatile, and in order to make itself understood urges the audience to sever contact with the rational world. But this makes deadly, wearisome and stultifying theatre.

Patrick McCabe's first play is an adaptation of his own novel, *The Butcher Boy*, midway between Patrick McGrath's *Spider* and Ian McEwan's *The Cement Garden*. It comes from the Gate Theatre, Dublin after winning - inexplicably - a Dublin "New Play" award last year.

The stage action centres on the mental life of Francis "Piglet" Brady, his daydreams and his psychoses. The play eschews plot, and opts for series of revisited and altered scenes from Brady's childhood intercut with episodes from later life. He turns out to be a sad child enslaved to fantasies from 1960s comics. He is disruptive at home and school, in league with a real-imaginary friend who becomes his alter ego in later life. His mother kills herself, his father dies and stays unburied in the parlour, while Brady takes a job in an abattoir.

The verbal interplay between past and present is a technical triumph for actors David Gorry and Sean Rocks, who deliver quick-fire Irish banter, but it makes woeful dialogue on stage. "I had news for Philip. Philip, I have news for you. News? Yes, news. For me? Yes."

This play fails because, despite director Joe O'Brien's ingenuity in switching between scenes, the play makes no concerted impact. No one scene causes another one; the logic of psychos means that anything can happen at any time, and that removes suspense. The narrative moves quickly, but by telling everything, it prevents tensions, affections



Wasted talent: David Gorry (top) and Sean Rocks

and events from being shown and acted out. The appearance of a character with a red handkerchief is preceded by "He had a red handkerchief in his pocket, and the crease on his trousers would cut your hand."

Elsewhere, the action leans on musical allusions. Ian Miller's "Don't Sit Under the Apple Tree" recurs periodically to punctuate the scenes, as does Brady's own song, "I'm a little baby pig I'll have you all to know, with my little curly tale and my nose that turns up so."

The result is a confusing, difficult and annoying play which fosters a short attention span. Such works have altered the course of theatre. But this offers neither information nor moral challenge. It settles into an intellectual game. It makes its effect not in the situation which it creates for the characters, but in the smiles and scowls of the actors. It is a shame and a waste that the piece is so well acted.

Andrew St George

Royal Court Upstairs until April 3, then on a national tour through April and May

The building of a new opera-house is such an expensive business and so fraught with potential problems that it is only the rash or the exceptionally well-funded who would be advised to contemplate it at all. In the last decade neither the Bastille in Paris nor the Musiktheater in Amsterdam met with an unqualified chorus of nature.

The Teatro Carlo Felice in Genoa has won more harmonious applause. Strictly speaking, it is not a new building, as the shell of its predecessor remained after war damage in 1943. It has also taken the best part of 15 years to reach fruition even from the selection of the definitive project (the Royal Opera will know about this problem). But for an opera-house totally re-conceived and built afresh, amply spacious, lavishly appointed, it is difficult to think of a city luckier than Genoa.

As befits its original frontage, the interior of the theatre has kept in touch with classical features, albeit interpreted in a modern style. The auditorium (about 2000 seats) is unlike any other in Italy, or anywhere else for that matter.

Opera in Genoa/Richard Fairman

Donizetti's 'Roberto Devereux'

The side walls are fashioned to resemble Venetian houses with their balconies forming the traditional stalls, looking down on the stage as though over a central piazza - a novel idea, which gives the theatre a thoroughly Italian atmosphere of its own.

All this, however, is a mere counterpoint to its triumphant main theme: the excellence of the acoustics. According to a recent opinion-poll the sound qualities of the new theatre have won almost unanimous approval, and I am not surprised. The voices project with remarkable clarity. At the performance of Donizetti's *Roberto Devereux* which I saw on Sunday each singer had only to step to the front of the stage to ensure an enormous vocal impact.

What with *La Favorita* in Cardiff

baritone Roberto Frontali sang a well-focused, firm Duke of Nottingham. Best of all was Gloria Scalchi, who showed no sign of strain at all in tackling the high mezzo part of Sara: clearly a notable talent.

Audiences in Genoa are liable to express their displeasure at modern productions, so there was no suggestion of updating this piece of Tudor historical fiction to the era of Thatcherite domination or Italian political corruption scandals. The staging was grandly traditional, with luxurious drapes and tapestries providing opulent spectacle for its Palace of Westminster locale. On its own terms it all worked splendidly and was a first-rate advertisement for a company happily settled in its new home.

With four years to go, the Royal Opera in London might also want to think about extending its repertoire to more of Donizetti's historical operas. The addition of *Roberto Devereux*, arguably the most exciting musically of the three, to its existing *Anna Bolina* and *Maria Stuarda*, would make a properly regal trilogy.

At the Teatro Carlo Felice, Genoa

Concert/David Murray

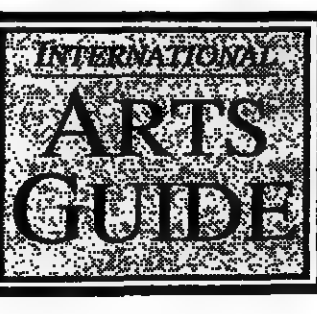
Arditti String Quartet

On Sunday the Purcell Room was packed for the Arditti's third recital of four, concluding this Friday) in their survey of Schoenberg and his associates. Reporting on the first, Andrew Clements wrote here that their ultra-assured playing disclosed too little searching passion; but this time they warmed to their task at once, to much more exciting effect.

They began with Webern's sole "twelve-note" quartet, op. 28. With its spare, intricate, serenely unfolding patterns, it is not obviously a thing to stir the blood - but the composer's rigorous economy has potent charms. A performance so attentive as the Arditti's was to paragraphing and natural breathing, to balance and to the vital notes of the music, cannot but re-create Webern's original passion for combining abstract inquiry with precise

distinguished guests from the Alban Berg Quartet). Might it be a precondition for playing later Schoenberg so well that the players must have fathomed earlier Schoenberg, post-Romantic but pre-"dodecaphonic", with such sympathy?

From the start of the 1890s sextet, where the Arditti turned the usual thick bass-weights into hard, doomy throbs, thus sharpening the drama of the piece immeasurably, it was clear that this "Transfigured Night" would be freshly transfigured. And it was: the later contrapuntal strife transparently argued, the apotheosis made luminous by professional care for the notes, without super-added sentiment. Before and after his single-handed musical revolution, Schoenberg earned just such searching executive attention - but inspired champions of the Arditti order have been few and far between.



AMSTERDAM

Concertgebouw Tonight: Richard Dufallo conducts Radio Philharmonic Orchestra in works by Webern and Schoenberg. Tomorrow and Sat: Vassili Sinaiski conducts Netherlands Philharmonic in Tchaikovsky and Beethoven. Thurs. Fri: Riccardo Chailly conducts Royal Concertgebouw Orchestra in works by Donatoni, Keurils, Diepenbrock and others. Sun: Kristian Zimmerman piano recital. Next Mon and Tues: Tokyo String Quartet (6718 345). Beurs van Berlage Sat: Alexander Vekoulsky conducts Het Orkest in Walton's Cello Concerto (Godified Hogvegreen) and Shostakovitch's First Symphony. Sun afternoon: Netherlands Chamber Choir in works by Pizzetti and Petraschi (6270 466). Muziektheater Tomorrow: Sat (in repertoire till March 30): Glen Wilson conducts Pierre Audi's production of Monteverdi's *Ulisse*, with Anthony Rolfe

Johnson. Fri (in repertoire till April 15): premiere of Dutch National Ballet's new Tchaikovsky production, with choreographies by Balanchine and Edouard Lock (6255 455)

ANTWERP

De Vlaamse Opera Tonight: final performance of Gilbert Deffo's production of Falstaff conducted by Stefan Soltesz, with John Del Carlo in title role (233 6888). DeSingel Tonight: Mitsuho Shirai song recital. Fri: Bach concert with Il Fondamento. Sat and Mon: Emerson Quartet. Sun: Sylvain Cambreling conducts Orchestra of the Monnaie in Gerard Grisey's *Les espaces* (248 3800)

BRUSSELS

Theatre National Tonight: Bettina Goldoni adaptation directed by Jean-Claude Berutti. Daily till Sat (217 0303). Palais des Beaux Arts Thurs: Herbert Blomstedt conducts San Francisco Symphony Orchestra in Sibelius' Seventh Symphony and Bruckner's Fourth (507 8200)

GENEVA

Grand Theatre Poulenc's Dialogues des Carmelites can be seen tonight, Fri and Sun, in a staging by Francois Rochaix conducted by Michel Plasseon. The cast includes Marie McLaughlin and Felicity Palmer (311 2311). Victoria Hall Tomorrow: Armin Jordan conducts Orchestre de

la Suisse Romande in Frank Martin's Violin Concerto (Patrick Gerin) and Musorgsky's Pictures from an Exhibition (311 2511). Thurs: Emmanuel Krivine conducts Orchestre National de Lyon at start of nine-concert Swiss tour (310 6611)

THE HAGUE

Danshetheater Tonight: Opera Forum in Bizet's Pearl Fishers. Fri, Sat: Nederlands Dans Theater in choreographies by Ribeiro, van Manen and Duzot (360 4650). Dr Anton Philipszaal Tomorrow: Hague Philharmonic chamber music evening. Sun: Lev Markiz conducts New Sinfonietta Amsterdam in works by Haydn and Mozart (360 9610)

UTRECHT

Vredenburg Tonight: Vassili Sinaiski conducts Netherlands Philharmonic in works by Tchaikovsky and Beethoven. Fri: Alexander Lazarev conducts Bolshoy Orchestra. Sat: Ivan Fischer conducts Radio Philharmonic Orchestra in Schumann, Spohr and Dvorak. Sun afternoon: Jean Fournet conducts all-Debussy programme, with soprano soloist Françoise Pollet. Sun evening: Ton Koopman conducts Bach's St John Passion (314544)

ZURICH

This week's highlight at the Opernhaus is the premiere on

Set of a new production of Massenet's *Herodias* with Grace Bumbry, Cecilia Gasdia and José Carreras. Mantred Honeck conducts a staging by Gianfranco de Bosio (also March 23, 25, 26, April 1, 3, 17, 21, 24, 26). The repertoire also includes Il barbiere di Siviglia tomorrow, Madama Butterfly with Yoko Watanabe and Francisco Araiza on Thurs, a ballet mixed bill on Fri, featuring music by Ives, Michael Torke and others. Sat: Emmanuel Krivine conducts Orchestre National de Lyon (261 1600). Next Mon in Opernhaus: Sander Vegh conducts Camerata Academica in symphonies by Mozart and Schubert (262 0509)

VIENNA

Operntheater Tonight: Giselle. Tomorrow and Sun: Il barbiere di Siviglia, with Gloria Scalchi, Rockwell Blake and Enzo Dara. Thurs: Christoph von Dohnanyi conducts Adolf Dresen's new production of Siegfried, with Siegfried Jerusalem and Hildegard Behrens (also March 22, 26). Fri: Capriccio. Sat: Madama Butterfly. March 27: Seiji Ozawa conducts revival of Falstaff, with Benjamin Luxon (51444 2555). Odeon Impressions de Pelléas, Peter Brook's Debussy

WASHINGTON

Kennedy Center France Dance Festival dominates the next two weeks, with performances by leading French classical and contemporary dance companies, including Ballet de l'Opéra de Paris in a mixed bill of works by Petit and Lilar and Nureyev's production of La Bayadère - Alexandria

Symphony Orchestra gives a concert tomorrow, followed by New York Philharmonic under Kurt Masur on Sat and pianist Ivo Pogorelich on Sun (202-467 4600). Baltimore Symphony Orchestra Fri, Sat, Sun at Joseph Meyerhoff Symphony Hall: Erkki Kias conducts Strauss' Don Juan and Tchaikovsky's Fourth Symphony. Next week: Swingle Singers (410-783 8000)

THEATRE

● The Makropoulos Secret: Karel Capek's Gothic fantasy. Till April 11 (Washington Stage Guild 202-529 2084). ● Uncle Vanya: a Chekhov production by Washington Shakespeare Theater. Till April 10 (Gunston Arts Center 703-739 9886). ● Summer and Smoke: Tennessee Williams' poignant drama. Till April 18 (Arena Fichandler's 202-488 3300). JAZZ/CASARET Blues Alley Jazz Supperclub Daily till Sun: McCoy Tyner Trio. Next Mon and Tues: pianist Marcus Roberts (1073 Wisconsin Ave, in the alley, 202-337 4141). Barns of Wolf Trap Tonight: Lavern Baker, R&B. Tomorrow: all-female group of Irish musicians and step dancers. Fri: Asian American music. Sat: Banjo Breakdown, classic bluegrass from Virginia. Next Tues: Kris Kristofferson (1824 Trap Road, Vienna, Virginia, 703-255 1916)

European Cable and Satellite Business TV

(All times are Central European Time)

MONDAY TO THURSDAY	
Super Channel: European Business Today 0730; 2230	
FRIDAY	
Super Channel: West of Moscow 1230	
Super Channel: Financial Times Reports 0630	
WEDNESDAY	
Super Channel: Financial Times Reports 2130	
THURSDAY	
Sky News: Financial Times Reports 2030; 0130	
FRIDAY	
Super Channel: European Business Today 0730; 2230	
Sky News: Financial Times Reports 0530	
SATURDAY	
Super Channel: Financial Times Reports 0930	
Sky News: West of Moscow 0230; 0530	
Sky News: Financial Times Reports 1930; 2030	
SUNDAY	
Super Channel: West of Moscow 1830	
Super Channel: Financial Times Reports 1900	
Sky News: West of Moscow 0230; 0530	
Sky News: Financial Times Reports 1930; 2030	

A bizarre tug of war between two of the world's leading automobile groups for the services of an idiosyncratic Spaniard who calls his staff "warriors" appeared to have ended yesterday in victory for Germany's Volkswagen and defeat for General Motors of the US.

GM announced in Detroit yesterday afternoon that 52-year-old Mr J Ignacio Lopez de Arriortua, its colourful head of worldwide purchasing, had definitely quit - apparently to take up a contract of employment with Volkswagen - after five days of wavering between the two companies.

However, a bemused Mr Jack Smith, GM's chief executive, told a news conference, scheduled to announce that Mr Lopez was staying in Detroit, that "it is not clear to me what his intentions are, or where he is at the present time."

Volkswagen had spent weeks carefully wooing Mr Lopez, but GM fought a furious last ditch campaign to persuade him to stay, including an offer of promotion to executive vice president of GM and the presidency of its North American automotive operations.

But, despite the promotion and entreaties from fearful members of his purchasing team, Mr Lopez decided to leave. GM said yesterday that factors in his decision included his family's desire to return to Europe and a GM decision not to build a new kind of super-efficient manufacturing plant, championed by Mr Lopez, in the Basque region of Spain from which he hails.

Whatever the factors prompting the departure, such an intense battle over a man who just a year ago was unknown outside the automobile manufacturing world illustrates how VW and GM's North American operations share some serious problems in common, notably bloated cost structures.

Mr Lopez, who was head of parts purchasing for GM Europe, based in Russelsheim, West Germany, between 1988 and 1992, was a key member of the team which turned GM Europe from losses into one of the world's most profitable vehicle businesses - and a stark contrast to the company's core North American operations, which have lost \$12bn over the past two years.

He radically altered GM's relations with its European suppliers and shifted a large quantity of work from high cost German parts companies to cheaper manufacturers in other parts of the region. GM

Watching the whirlwind

Martin Dickson, Christopher Parkes and David Waller on the battle for a car executive



Lopez: his presence has been a catalyst for change at GM

ended up with one of the lowest cost bases of any European assembler. In May last year Mr Smith, a former head of GM Europe, summoned Mr Lopez to Detroit to do the same in North America as part of a belated restructuring which also involves the closure of 21 plants and loss of at least 75,000 jobs over the next few years.

Mr Lopez set about the job with gusto. He infuriated some of GM's outside suppliers by insisting that they slash their prices by 20 per cent or more. He initiated a system where hit-squads, so-called Picos teams, went into parts factories inside and outside GM, looking for ways to improve production methods.

Critics argue that his cost-cutting demands could endanger the quality of some GM parts, or discourage suppliers from carrying out research and development with the company. But Mr Lopez and his supporters point out that he has been offering much longer-term contracts to those parts companies which can meet GM's quality, service and price specifications.

Whatever the truth, his campaign has already saved GM hundreds of millions of dollars and his presence in Detroit has been one of the most powerful

catalysts for change inside the slow-moving, bureaucratic company, sending a powerful signal to employees and suppliers alike that it is deadly serious about its restructuring. With an engaging smile, and in broken but passionate English, he has repeatedly warned the American motor industry that western industrial society risked defeat at the hands of the Japanese.

"We must transform the Western ability to create intelligent excuses into positive creativity," he declared in a speech earlier this month, taking a swipe at suppliers who complained he was making impossible demands of them.

His personal idiosyncrasies have added to the impression of fundamental change. For example, one of his first actions on arrival in Detroit was to issue staff with a booklet describing his preferred "warrior diet," which eschews "poisonous" sugar and potatoes and encourages the consumption of only fruit for breakfast.

However, the Lopez revolution is a long way from completion - he was planning over 1,000 Picos workshops in suppliers' plants this year, and over 1,300 in GM ones - and his departure for Volkswagen after only 10 months in the job

will almost certainly slow the momentum of the company's reforms.

Volkswagen, for its part, is in urgent need of fundamental reform and Mr Ferdinand Piech, chief executive since the beginning of the year, is expected to announce Mr Lopez's appointment as part of a radical upheaval of senior personnel, to be announced after today's supervisory board meeting.

Mr Piech already has two former, but more junior, GM managers on his staff at VW's Audi subsidiary. Mr Erich Schmitt, a one-time member of Mr Lopez's cost-cutting team, was recently appointed director in charge of buying, finance and organisation.

Mr Jürgen Gebhardt, Audi's new production director, was poached from Adam Opel, GM's German subsidiary, where he was plant manager at the low-cost showpiece works in Eisenach, eastern Germany. Opel has denied VW's self-esteem by stealing market leadership in the former GDR - even though the VW brand was recognised by more than 50 per cent of former East Germans before reunification, compared to less than 30 per cent for Opel.

VW is thought to have made an operating loss of DM1bn in its core VW division last year and is woefully inefficient compared to other European and Japanese volume manufacturing competitors.

Whilst its rivals began rationalising over a year ago, VW is only now taking the hard decisions which will enable the group to weather what Mr Piech last week termed the worst downturn in the German motor industry since 1945.

VW needs to drastically reduce its cost structures over the next 13 to 18 months.

Plans to trim the 276,000 workforce by 36,000, or 13 per cent over 5 years, look insufficiently trenchant to deal with VW's cost problem.

VW has also begun to realise that it needs to reform its relationship with its suppliers. Audi's Mr Schmitt recently said the group had set the goal of reducing the prices of components purchased from outside suppliers by 25 to 30 per cent over the next four to five years.

Mr Lopez could, therefore be the change agent VW needs - although his mercurial, Hamlet-like behaviour over the past five days might make Mr Piech wonder just what kind of one-man whirlwind he is getting.

Joe Rogaly

Mr Major's talking head



When Mr Norman Lamont rises to deliver the Budget this afternoon, watch Mr John Major. You should be attentive to what will be one of the remarkable phenomena of the week. Observe: words will come out of the chancellor's mouth, but you will not see the prime minister's lips move. Mr Lamont's jaw will waggle up and down, but there will be no indication that Mr Major's hand is up the back of his jacket.

You may be forgiven for thinking that your eyes are deceiving you. The Budget will be read out as if by Charlie McCarthy, America's most famous wooden effigy, the ventriloquist will be Mr Edgar Bergen, aka John Major. Some chancellors - Lord Lawson springs to mind - never sat on their prime ministers' knees, although even in the latter's case there was always something he wanted in the Budget that Lady Thatcher didn't, and vice-versa. Some rely for their jobs, their reputations, their very political existence, on the whims of their immediate boss.

In the present instance the dependence is two-way: Edgar Bergen desperately needs Charlie McCarthy to perform well; Charlie cannot perform without him.

Old hands will protest that "it was ever thus". Chancellors meet prime ministers once a week or so for "bilateral". It is always important that the prime minister of the day concurs with the strategy for managing the economy put to her or him by the chancellor. It is therefore unfair to Mr Lamont to argue that he is mouthing Mr Major's policies.

Possibly. The truth is that there is something more important at stake this afternoon than whether this particular chancellor remains in office until this summer, next summer, or the one thereafter. Today's Budget is regarded by Downing Street as a part of the process of putting Britain's administration back together again. It is intended to help reconstruct the authority that was shattered on Black Wednesday. For Mr Major and his chancellor have yet to rebuild the nation's confidence in their ability to do the jobs they are paid to do. If their remuneration was performance-related, and assessed according to public esteem, they would be living on social security.

The pair of them are in the same boat, up the same creek, searching for the same paddy. If, as many believe, the chancellor irretrievably lost his honour when he failed to resign on that fateful Wednesday, what of the prime minister? Both had defended Britain's position in the exchange rate mechanism with equal fervour, Mr Major because he believed in it, Mr Lamont because he had to. Both had spoken of the responsibility of abandoning the fixed exchange rate, right up to the moment that sterling was ejected from the mechanism. Some of their ministerial colleagues believe that the chancellor should have offered himself as a sacrifice, thus deflecting criticism from Mr Major. We do not live in such heroic times.

The prime minister does of course have the authority to replace Mr Lamont, but he remains to be convinced that it would be politically profitable

for him to do so. It is probable that the success or failure of the chancellor's current energetic efforts to win a sympathetic hearing will weigh at least as heavily for or against him as the actual contents of today's Budget. The prime minister can influence or control the fiscal stance. He can pull the strings on that. Image is another matter. Only the chancellor can turn himself into an effective persuader.

It is becoming fashionable for politicians to recognise that that is what they need to do. President Clinton, learning the lesson taught with such brilliance by President Reagan, is showing that he understands that direct communication with the electorate, always a necessary part of democratic government, is indispensable in the age of television.

Douglas Hurd, one of the British government's few skilled practitioners of electronic persuasion, spoke last Friday about growing tension between "achievers and critics".

The burden of the foreign secretary's remarks was that the critics, especially when they "hunt as a pack" create "stereotypes which can lead us astray from reality". Mr Hurd is right. Britain's media gather as baying hounds upon this prey or that, nearly always collectively. The foreign secretary's remarks also suggest that doers are of greater importance than those who merely carp. As a former doer, but now one of the latter breed, I bow my head in acknowledgement - adding only that when achievers make a mess of things, we critics get inordinate enjoyment out of feeding on their flesh.

That is what has happened to the government. Its more sanguine ministers believe - hope - that the pack will start baying a different time when economic recovery is seen to be underway. The little matter of the bill to ratify the Maastricht treaty must also be over and done with. As to that, the government's chief whip, Mr Richard Ryder, accepts that he cannot cobble together a majority unless Labour abstains. Procedural motions, and amendments for which Labour proposes to vote in favour, will be lost. But Labour needs to abstain on the big issues, in order to maintain its own unity.

You will see from this summary of its position to date that the government has positioned itself on a ladder of achievement, upon which it aims to climb away from the critics' jaws. The first step was last autumn's public spending statement. The second is this afternoon's Budget, the third the passage of the Maastricht bill. Economic recovery is the final leap.

It will not be so easy as that sounds. The autumn spending controls were relatively painless; it is the current search for long-term cuts that is truly difficult. The economic recovery will have to run long and strong before the fear of unemployment is eliminated from Conservative voters' minds. The Maastricht bill remains a gamble.

Tomorrow's verdict on the Budget, almost certainly favourable, will be premature. As the late Iain MacLeod used to say, you should not judge a Budget until the finance bill is published. That is about a month away. Meanwhile, to save himself, and his mentor, Charlie McCarthy will have to keep talking, swivelling his head round to whoever will catch his eye.

The prime minister can control the fiscal stance of today's Budget. Image is Mr Lamont's job

LETTERS TO THE EDITOR

Number One Southwark Bridge, London SE1 9HL
Fax 071 873 5938. Letters transmitted should be clearly typed and not hand written. Please set fax for finest resolution

Economic reasoning is faulty

From Mr Robert Solomon.

Sir, Lester Thurow's Personal View (March 10) on the need for the expanding US economy to "decouple" from its trade partners contains some remarkably faulty economic reasoning.

He argues that a surge in manufactured imports would create increased unemployment as the US "locomotive" moves ahead faster than other countries. Yet that surge in imports would depend on a much larger surge of demand and gross domestic product in America.

Imports of manufacture constitute only 5 per cent of America's GDP. Thus to get Thurow's \$45bn surge of such imports, GDP would have to move ahead by \$900bn or 15 per cent. That would create many more new jobs than the \$45bn of additional imports would displace.

This is rather obvious first-level economics, and it is surprising that the Dean of the Sloan School at MIT needs this lesson.

Robert Solomon,
The Brookings Institution,
1775 Massachusetts Avenue, NW,
Washington DC 20036, US

Not so much tropical rainforest

From Prof Gillespie T France.

Sir, I should like to correct the alarmingly optimistic figure for the area of this planet which is covered by tropical forest, given in your article, "FAO cuts estimate of tropical forest loss" (March 9). This states that 37 per cent of the planet is covered in tropical forest.

It states correctly that, according to FAO figures, 1.75bn hectares of tropical forest remain; however, this is not 37 per cent of the planet. It is 3.4 per cent of the total area of the planet and 11.6 per cent of the total land surface of the planet.

More alarming for those of us trying to preserve the biodiversity of the species-rich tropical rainforest is that it has now been reduced to 0.83bn hectares, or only 5.5 per cent of the total land surface.

There is no room for complacency if we are to preserve this ecosystem which is so vital for the functioning of our planet. Gillespie T France,
Director,
Royal Botanic Gardens,
Kew, Richmond,
Surrey TW9 3AB

Ford chief spells out how UK government must aid industry

From Mr Ian McAllister.

Sir, In your leader about manufacturing on March 8, you said that the answer to previous difficulties lies partly in government policies but also in the hands of industrialists.

This is true, and for our part at Ford we have been working with some success to improve our basic design, engineering and assembly capabilities. Also, we have been investing in new products right through the recession. Our aim, along with many other manufacturers, is to provide more exciting, safer products, with higher quality and lower costs.

From the government, in the near term, we hope that in today's Budget there will be no measures that will stifle the first indications of recovery in car sales, and that revisions to company car tax will not result in tax bands that would continue to cause distortion of the

market at threshold levels.

More fundamentally, we believe that the government should support industry through the provision of better scientific, technical and management education. Further, we consider that any education or training programme should recognise the importance of developing professional standards, at all levels of industry.

Government should also assess the merits of establishing a new science and engineering college with the ambition to earn a reputation for excellence similar to that of universities such as MIT in the US.

The government can help industry by creating the right economic environment. This includes stability in policies, investing in the nation's infrastructure, the creation of a true common market in Europe, and a conclusion of the Uruguay Round.

With respect to investment from Japan, Britain should examine carefully whether it is likely to strengthen or weaken the base of vital research and engineering skills in this country. For example, Japanese cars produced in the UK, together with the components they contain, are largely designed and engineered at centres in Japan.

Finally, the powerful long-term causal links between manufacturing success and success in key service businesses should not be forgotten. The huge success of Japanese manufacturing exports of the last decade made possible the dramatic growth of Japanese banking around the world; not the other way around.

Ian G McAllister,
chairman and managing director,
Ford Motor Company,
Brentwood, Essex CM15 3BW

Only one justification for no tax increase

From Prof Douglas McWilliams.

Sir, I hesitate to question Mr Samuel Brittan's analysis, though my hesitation is not increased by the fact that he can play in support of the government's allegedly wise men. The quality of an economic judgment seems to be inversely proportional to the number of economists putting it forward simultaneously - witness the 364 co-signatories of the 1981 letter to the Times or 4,000 ex-employees of the East German ministry of economics.

But Mr Brittan's argument that a tax increase should be delayed (Economic Viewpoint, February 25) appears to be based on an inconsistent theory of expectations formula.

If a tax increase is considered to be probable, in the real world most people will take this into account in their behaviour even before it is announced. So the case for delaying an inevitable tax increase is weak.

The only justification for Mr Lamont avoiding a rise in taxes in his Budget is that he may feel that taxes will not be raised at all. If he feels confident that Mr Portillo's review will deliver sizeable cuts in public spending, this would justify a neutral Budget, leaving the revised levels of public spending to be announced in November.

While the government continues to borrow £1bn a week, it remains subject to the moods of the financial markets. And

these markets have tended not to give Mr Lamont the benefit of the doubt. Their confidence in UK economic prospects is only likely to revive when the chancellor puts forward a programme to eliminate public borrowing based on something more credible than Ms Rosy Scenario (who made an unwelcome reappearance in the Autumn Statement). Such a programme would improve the trade-off between interest rates and the exchange rate and create scope for further cuts in interest rates if the recovery fails to gain momentum.

Douglas McWilliams,
chief executive,
Centre for Economic and Business Research,
18 Kent Terrace,
Regents Park, London NW1

Perfectly clear

From Mr James Hamilton.

Sir, Your comment ("Major must persevere", March 10) that "Paddy Ashdown wants his party to be noticed" and use of the word cynically were regrettable and unworthy.

The Liberal Democrats have made it perfectly clear that they will use every endeavour to obtain ratification of the Maastricht treaty. Equally that they will do all possible to ensure that the social chapter is included. Nothing could be clearer than those aims and I am sure they will vote accordingly. It is a pity that others are less clear and constructive.

James Hamilton,
Christchurch Road,
Virginia Water,
Surrey

Reality of PowerGen pay talks

From Mr Tony Cooper.

Sir, The headline to your report on PowerGen's pay offer ("PowerGen grants pay deal of up to 5 per cent", March 12) talked the level of the settlement up to 5 per cent but, as was correctly reported in the latter part of the story, the reality is different. Such exaggeration damages the process of open and fair negotiation.

The offer which is now to be subject to a ballot of the trades unions' members in PowerGen is for a 2.5 per cent increase in basic salaries for all staff. A further one-off lump sum bonus in recognition of productivity improvements is attached to the offer. Both sides recognise the substantial nature of such "improvements", which have come from staff reductions of about 1,000 in the last year and nearly 4,000 since privatisation.

Although the government does indeed still own 40 per cent of PowerGen it has maintained a consistent refusal to take an active role in the company's affairs (even when the coal crisis may have justified it). I have no hesitation in defending the freedom of both sides in the negotiations to reach an agreement tailored to PowerGen's circumstances.

Tony Cooper,
General Secretary,
Electrical Power Engineers' Association,
Flaxman House,
Cognore Lane,
Chertsey, Surrey KT16 9JS

WHEN WE TALK ABOUT FACILITIES, WE MEAN A GREAT DEAL MORE THAN SINKS, LOOS AND 13 AMP SOCKETS.

At Westlakes Science & Technology Park, you'll find that what we have to offer your business is anything but standard.

Beyond the walls of our superb facilities lie not only the unrivalled surroundings of the English Lake District, but also an unrivalled opportunity to utilise the facilities of one of England's most technologically advanced companies.

For as part of its on-going involvement with Westlakes, British Nuclear Fuels plc is offering knowledge-based tenants a unique technology transfer programme which will make available the vast scientific and technical resources of its Sellafield site.

Tenants of the Science and Technology Park can also take advantage of a newly created Business Fund which is both flexible in the types of business it covers and ensures a rapid response time to applications.

If you wish to find out more about Westlakes' remaining facilities, simply make use of the facility below.

WESTLAKES SCIENCE & TECHNOLOGY PARK

THINK OF IT

From Simon, Westlakes Properties Ltd, Ingwell Hall, Westlakes Science & Technology Park, Moor Road, Whitehaven, Cumbria CA24 3JZ, Tel: 0946 590818

First Floor, 15 Springfield Drive, Whitehaven, Cumbria CA24 3JZ, Tel: 0946 590818

This project is partly financed by the European Development Fund

NAME _____ COMPANY _____ FT153

ADDRESS _____ CUMBRIA

POSTCODE _____ TELEPHONE _____

From Simon, Westlakes Properties Ltd, Ingwell Hall, Westlakes Science & Technology Park, Moor Road, Whitehaven, Cumbria CA24 3JZ, Tel: 0946 590818

FINANCIAL TIMES

Number One Southwark Bridge, London SE1 9HL
Tel: 071-873 3000 Telex: 922186 Fax: 071-407 5700

Tuesday March 16 1993

German pain postponed

WITH BROAD smiles and much fraternal back-slapping, Germany's political establishment has demonstrated that its famed consensual model lives on. Many observers feared that Chancellor Helmut Kohl's solidarity talks were an excuse for inaction in addressing Germany's mounting fiscal problems. But this week-end's package confounds them by raising income tax 7.5 per cent, through a reintroduced solidarity surcharge from January 1 1995, and by increasing public borrowing for east Germany by some DM60bn. Yet these actions do not solve Germany's problem. For while the agreement brings some clarity to the fiscal muddle, it does so mainly by illuminating the fact that Germany's structural budget deficit is here to stay.

The solidarity pact must be judged first in political terms. The minds of both main political parties have been concentrated by the large falls in their combined vote in the recent Hesse municipal elections. On these terms, the cross-party deal, finalised in 2½ days of fraught negotiations, was an admirable success. Mutual compromises have enabled the government to squeeze from western Germany's federal and state budgets the extra DM100bn it needed to finance transfers to the eastern states in 1993. It also rebalances the division of tax revenues between the federal and Länder governments.

Economic fudge

Yet it is unlikely that the Bundesbank's medium-term fiscal goals will be altered by Mr Kohl's agreement, even if the bank is convinced that falling output and moderating western wage demands justify faster rate cuts now and is therefore prepared to bow to increased political pressure to accelerate the slow easing of short-term interest rates that has been under way since last September. Good politics the pact may be, but in economic terms it seems all the hallmarks of an unsatisfactory and misconceived fudge.

Judged as a solution to the problem of sharing the burden of transfers to the east, it is unbalanced, vague and almost certainly insufficient. Almost all of the extra financing will come from higher taxes and increased bor-

rowing, while Germany's fat welfare budget will remain untouched. Half of the modest DM9.2bn in spending cuts comes from concealed tax increases achieved by cutting tax allowances; another DM1.8bn is dubiously expected to come from reduced welfare fraud; and at least DM1bn in spending cuts will come from sources as yet unspecified.

The package is expected to reduce the federal budget deficit to DM63.8bn in 1995, DM7.5bn higher than previously forecast. But the projections are based on the overly optimistic assumption that output will grow by 5 per cent in both 1994 and 1995, despite the higher taxes and long-term interest rates that the package is likely to inflict on west German industry. If the economy recovers at a more realistic 3 per cent a year, then the total 1995 deficit forecast at 4½ per cent of GDP, looks decidedly structural.

Deeper problem
The structural deficit is evidence of a deeper problem. Domestic demand in the east now exceeds eastern production by 87 per cent. But rather than trying to close that gap, the pact merely finds a less-than-satisfactory means of financing it. Productivity in east German manufacturing is 70 per cent below that in west Germany and engineering wages already stand at 70 per cent of those in the west. But rather than trying to close the gap between eastern wage costs and productivity, the pact merely finds ways to continue subsidising east Germany's "core" but unprofitable industries.

The sad fact is that German-style consensus, while adept at tinkering with the symptoms, is still failing to solve the underlying problem that is undermining the east German economy - the rapid pace of convergence of wages between the eastern and western Länder. And while the government celebrates its success, IG Metall, the engineering union, continues to plan a series of strikes next month in support of a 26 per cent pay rise for those of its eastern members who still have a job. Unless this process is arrested, and the threatened strikes are averted, then Germany's solidarity pact could quickly unravel.

How not to run the BBC

THIS WEEK, the governors of the BBC meet in an atmosphere of crisis. Following revelations about the unseemly pay contract of the corporation's director-general, there are widespread calls for resignations and dismissals. The board is badly split.

Debt on. In 1987, one director-general was dismissed in controversial circumstances. Four years later, a second's desire for a further term of office divided the board and resulted in a two-year fudge in which the BBC was hobbled with a director-general and a director-general-in-waiting, Mr John Birt. It is now Mr Birt's future which sets governor against governor.

Given that the single most important managerial task of the governors is to select and then monitor the progress of the director-general, such an accident-prone system cannot be expected to be working well.

The problem is that the governors do not know what they are there for. A miscellany of academics, artists, Whitehall types and business executives, the law says they are responsible for ensuring that parliament's wishes, enshrined in the corporation's constitution, are fulfilled. In its clearest sense, their mission is to regulate, standing between politicians and broadcasters. In practice, governors make their influence felt by controlling the most senior appointments and discussing any issue which takes their fancy.

Blurred boundaries

This has meant that the governors do not do much well. Their ability to supervise standards of taste has been judged so defective that other bodies have entered the vacuum. Individual governors openly differ on whether they should exercise the right to view programmes before transmission.

On the managerial front, they have tried to work more closely with management, holding more joint meetings. It is not surprising that in this atmosphere of blurred boundaries, nobody has been precise about who should do what. Do all top appointments have to be by open competition? Some think so, but many have not been. Who determines the terms and conditions of senior managers? The

The French state's industrial frontiers have slowly, sometimes painfully, receded over the past decade as economic deregulation has started to take root in what has long been one of Europe's most interventionist countries.

The conservative team expected to succeed the Socialist government after the general election at the end of this month is preparing to surrender yet more of the state's role as a manager and owner of industry. Just how far the alliance of the Gaullist RPR and centre-right UDF is prepared to let go will set the tone for French industry policy for the life of the next government.

Conservative advisers are putting the finishing touches to an ambitious privatisation programme to raise up to FF200bn (€25.1bn) over four to five years according to the most optimistic opposition plans. It will mark a sharp acceleration of the partial privatisations under the Socialists, worth FF16bn last year, and aims to complete the privatisations started by the conservatives during their last government from 1986 to 1988, when FF120bn worth of state companies were sold.

All state-owned banks, insurers and industrial companies will be on the block, promises the opposition. The candidates for the first round of sales include Elf Aquitaine, the oil group; Rhône-Poulenc, the chemicals company; and Banque Nationale de Paris, the second-largest state-owned bank. All three of these groups are already partly privatised and performing well. One of the three big state insurers, UAP, AGF or GAN, is also expected in the initial batch of sales.

The government will choose the rest of the disposals from the uncompleted privatisations on its 1986 list of 65 companies, of which 39 were sold. The list includes stars such as Pechiney in aluminium and packaging, which is already quoted on the stock market. But there are already some industrial headlines like Bull, the loss-making computer group which last week announced a FF1.7bn loss for 1992, and Thomson, the struggling electronics company.

There will also, say opposition advisers, be one important new candidate not on the 1986 list: Renault, the carmaker, which three years ago started on the road to privatisation by exchanging minority stakes with Volvo, the Swedish automotive group. The privatisation of Renault would be an important step in the decline of interventionism because the group has been used as a crucible of industrial and social policy experiments by successive postwar governments.

"We have no doubt that Renault will come on to the market, perhaps after the first wave of new privatisations. It is highly symbolic and also happens to be one of the state's best assets," says Mr Willy Douin, president of CS First Boston France, the Paris branch of the Swiss merchant bank.

The actual candidates will be published in a privatisation law, to be presented to the national assembly in the spring. Partial privatisations

French opposition leaders will be tempted to celebrate their likely election victory at the end of this month by purging state industry of the company nationalism most loyal to the Socialists.

It might seem curious that this is possible in a modern and competitive European economy, yet there is pressure on both sides of the right-wing RPR-UDF alliance to put supporters of the new government at the head of state companies before they are privatised.

There is also the urge for revenge. The conservatives have not forgotten the wholesale management changes staged by the Socialists during the nationalisations after their 1981 election victory. Heads have rolled, though not so many after each change of power since then.

The prospect is said to have

Assault on the state's frontiers

The privatisation of French industry will accelerate sharply if, as expected, the conservative parties form the next government, writes William Dawkins

of state utilities such as France Télécom and Electricité de France are also under study, although these are thought to be a few years off.

The threat of recession facing the French economy means this round of privatisations will be more difficult at first than the last round of wholesale sell-offs. This took place over an economically euphoric 14 months, ended by the 1987 stock market crash and the conservatives' political defeat.

Yet the signs are that the new set-off could pass more completely into the private sector than the last lot. In many cases, the former right-wing government managed to keep some control of privatised companies by selling stakes in them to so-called *noyaux durs* or hard cores of companies owned by Gaullist RPR party supporters.

The Socialists tried to dismantle these groups by enlarging the ownership of state companies, although they maintain the principle that some kind of national control is needed. The Socialist-appointed chairman of Renault, Mr Louis Schweitzer, for example, argues that his company must remain majority French-controlled, if privatised.

But at this time, it will be harder to press-gang *noyaux durs* into action. Corporate France has less spare cash in these tough economic times than in the late 1980s. The growth in foreign investment in French companies means their boards now have to concentrate more on increasing earnings than keeping on the right side of their political friends. Some *noyaux durs* members received a poor return on their investments in the last round of privatisations - both in profits and power - and so are cautious over being drawn in again.

Big French corporate investors in new privatisations, therefore, will be motivated more by industrial, rather than political logic. One example is Alcatel Alsthom, the privatised telecommunications and engineering group, whose chairman, Mr Pierre Suard, is close to the RPR. He says he is interested in taking stakes in France Télécom, the state telecommunications operator.

State privatisation candidates might use this opportunity to speed up their strategy of seeking share exchanges with foreign partners, like BNP and its existing German partner, Dresdner Bank.

Prepared for a purge

brought decision-making in some state groups to a near halt, for fear that a new chairman might follow a different strategy.

Foreign partners are worried, notably Volvo, which is keeping its fingers crossed that there will be no change in the management of Renault, the government-owned carmaker in which it holds a 20 per cent stake.

Mr Edouard Balladur, tipped as a leading prime ministerial candidate for the conservative RPR, has told his team that he does not want a witch-hunt. He is sensitive to the fact that French state industry's foreign competitors suffer no such political risk.

Whether moderates like him get

French privatisation: stepping up sales

Stock performance of French privatised companies				
	Date of privatisation	Share price at privatisation	Current share price	Absolute performance
Saint Gobain	Nov 1986	\$10	\$41	74.5%
Alcatel-Alsthom	April 1987	323	656	103.1%
Hess	May 1987	187	471	151.9%
Société Générale	Jun 1987	407	654	60.7%
Suez	Sept/Nov 1987	281	305	16.9%
Paris CAC Générale	Nov '86	383.6	528.5	37.8%

Source: CS First Boston, France

Some of the leading companies proposed for privatisation by 1995-1996 right wing government but not fully sold yet

- Bull
- Pechiney
- Rhône-Poulenc
- Elf Aquitaine
- Thomson
- L'Union des assurances de Paris
- Groupe des Assurances générales de France
- Banque nationale de Paris
- Crédit Lyonnais

Economic weight of the public sector as a % of "total economy"

Based on employee numbers, value added and investments



Source: Centre d'Etudes de l'Industrie Française

Despite the problems, few doubt that the privatisations will get off the ground, cautiously at first because of the fragility of the Paris stock market's recovery since the beginning of the year, but faster as the economy picks up.

The programme is likely to be successful for two reasons. First, the political will is there. The new government is likely to get a record majority in the national assembly and should be able to impose its policies with ease.

Second, there is more than enough pent-up demand. France's top industrial companies are far less represented on the Paris stock exchange than their competitors are

on their domestic markets. The capitalisation of the Paris stock market is equivalent to just 30 per cent of gross domestic product, less than half the 85 per cent of US GDP represented by US stock markets, estimates CS First Boston.

On the political front, Mr Edouard Balladur, who as former finance minister masterminded the last round of right-wing privatisations and might be the next prime minister, believes the process is essential.

He argues that it will make it easier for former state sector companies to raise capital independently of the cash-strapped state; that it will encourage more efficient

management; and that the proceeds from the programme will help the government fund the tax cuts needed to stimulate France's flagging economy.

Privatisation is prominent on the joint RPR-UDF election manifesto, where it commands more of a consensus among an otherwise divided coalition than other economic matters, such as monetary policy. This is no surprise, for Mr Balladur's sell-offs were one of the few real successes of the last conservative government.

On the demand side, the opposition has several reasons to be optimistic. First there is the FF1,300bn of mainly private investors' savings now sitting in lightly taxed Sicav money market funds.

A lot of that cash is likely to be seeking a new home in future, because the ceiling below which Sicav disposals are tax-free was reduced in January from FF317,000 to FF158,000 a year. For the first time in three years, the total invested in Sicavs has started to fall, also helped by the launch of a tax-exempt equity savings plan. A fall in interest rates, plus the extra tax breaks for long-term private investments promised by the opposition, would push more of French households' savings into equities.

Foreign institutional investors will be another big source of demand, if they continue to increase their exposure to the French stock market.

According to the Banque de France, 28 per cent of French publicly quoted shares are now in foreign hands, up from 21 per cent two years ago. If foreign investors believe, as most analysts in Paris do, that the opposition will be able to hold the line on the "franc fort" policy, they will have a clear interest in buying more shares in well-managed privatisations on the brink of recovery.

What is unclear is just how much the new government will be able to curb the temptation to meddle in its newly privatised companies. "French industry is still run by members of a small elite who move in and out of industry and politics," explains a US securities analyst.

He adds: "They need to purge the system, because it is so alien to what their competitors are doing, but they are not ready to let go."

Here the opposition is divided both on generational lines and between the free-market UDF and the more interventionist RPR. Some of the older leaders still believe in a degree of state intervention, while young reformers, among them Mr Alain Madelin, former UDF industry minister, are strong upholders of free markets.

An important test of whether or not the urge to intervene has receded will be just how many Socialist-appointed public sector company chairmen the conservatives decide to throw out after the election. At least half a dozen bosses of state companies will be particularly anxious about the first few weeks of the next French government.

right a convenient opportunity to hand this important job to a supporter.

Shadows are hanging over the futures of Mr Gilles Ménage, a former chief of staff to Mr Mitterrand, who now runs Electricité de France, and over Mr Jean Peyrelevade, chairman of UAP, the biggest state insurer.

Also at risk are Mr Alain Gomez, the Socialist appointee who has run Thomson, the troubled electronics group for the past 11 years, making him the longest-serving chairman of a state-owned group, and Mr Yves Lyon-Caen, chairman of the Crédit National bank and a close colleague of former Socialist prime minister Mr Michel Rocard.

William Dawkins

OBSERVER



two of HSBC's main banks are called Midland, it might even be worth renaming the group Midland Bank International... after a decent interval, of course.

Charity-speak

Some pretty improbable-sounding charities - such as the Solicitors Benevolent Association and the Girls Friendly Society - figure among those in The Henderson Top 1000 charities guide which has just been published by Hemmington Scott.

But there is no disguising the fact that it is increasingly difficult to differentiate big business from

charity when it comes to jargon. One contributor to the guide enthuses about improvements in "donor base technology" but warns that "cold donor acquisition rates" are slipping below the threshold of commercial viability on first mailing.

Not sure what it means, but no doubt it is all in a good cause.

Twin feats

Not just one, but two feathers in its cap can be claimed by the outplacement consultancy, Coats, a subsidiary of the DC Gardner Group.

The first - helping to find new jobs for about 1,400 ex-employees of the Bank of Credit and Commerce International - is a fair feat in itself, considering that no less than former CIA director Robert Gates publicly rechristened BCCI "The Bank of Crooks and Criminals International".

But the second achievement is surely greater. According to DC Gardner's chairman, Sir Kit McMahon, Coats has been paid in full for the work by Abu Dhabi's Sheikh Zayed bin Sultan al-Nahyan - which is more than can be claimed by most of BCCI's disgruntled creditors.

Liter-ally

Not content with one begging letter, the Turks have just come up with five in the hope of persuading the rest of the former

Soviet Union's quintet of Turkic states to join Azerbaijan and Turkmenistan in abandoning Cyrillic notation in favour of Roman script.

Turkey's decision to increase the alphabet by the five new letters is a historic gesture. It is the first such change since the western reforms of Mustafa Kemal Ataturk in 1928 when the Turks themselves adopted the Roman script in place of the Arabic used under the Ottomans.

The additions, agreed after a four-day conference in Ankara, represent sounds already voiced in the dialect of Turkish used in the republics.

Besides an additional *e* (written as a backwards *ë*), the letters are a *w*, an *z*, a *q*, and an *n* with the reverse of a French circumflex over the top.

As an added incentive to join the alphabetical alliance, Turkey is offering the republics printing machinery and substantial technical assistance.

Funereal humour

Nice to see that company undertakers are developing a sense of humour at last.

An advert in the Financial Times seeking potential buyers of Aprilwood Furnishings, makers of three-piece suits, says that it is "an increasingly well known brand, supported by excessive advertising during the last 12 months..."



The perfect partnership.
Derham, Norfolk, NR19 1JF (0362) 695353.

FINANCIAL TIMES

Tuesday March 16 1993

brother
MICROWAVES
KNITTING MACHINES INDUSTRIAL AND
DOMESTIC SEWING MACHINES

North Korea heightens tension with threat of war 'at any time'

By John Burton in Seoul
and Our Foreign Staff

NORTH KOREA, facing strong international condemnation over its abrupt withdrawal from the nuclear Non-Proliferation treaty, yesterday heightened the tension by declaring that war could break out "at any time".

The new South Korean government of president Kim Young-sam, however, appeared to warn western allies not to react rashly to North Korea's decision to pull out of the NPT and drive Pyongyang into deeper isolation which could provoke a military response.

Mr Ri Teheul, North Korean ambassador to the UN in Geneva, said Pyongyang had stopped granting visas to foreigners. He

claimed that in the current US-South Korean "Team Spirit" military exercises, bullets and shells were being fired "towards our side".

"If we respond to it, it will mean a war and this war cannot but be an all-out war," Mr Ri said. "That is why we are stressing that a hair trigger situation has been created which could lead to an outbreak of war at any time."

In Seoul, Mr Kim said: "We never want North Korea to be isolated internationally nor do we want to inflict suffering on them." He emphasised that a diplomatic solution should be found.

Mr Han Sung-joo, South Korea's foreign minister, told the National Assembly: "We must prevent an armed conflict on this

Korean peninsula at all costs... We don't want the situation to go to extremes due to the North Korean step."

Mr Han said South Korea was seeking the help of China, which still has links with North Korea, to persuade Pyongyang to reverse its decision before the issue reaches the UN Security Council. Beijing has indicated that it is displeased by the North Korean action.

In Geneva, Mr Vladimir Petrovsky, director-general of the United Nations' European headquarters, condemned North Korea's withdrawal from the NPT. "This act does not correspond to the will of the international community," he said.

In a meeting with Mr Ri, he told the ambassador that it was

in the interests of North Korea "to strengthen the non-proliferation treaty rather than to weaken it". The North Korean government "would be responsible for all the consequences of its decision". South Korean state television reported that Seoul would ask the US to delay pulling out the aircraft carrier Independence or US troops deployed from Okinawa, Japan, for Team Spirit. The defence ministry would not confirm the report.

North Korean authorities have ordered a dusk-to-dawn blackout and put the nation on high alert, according to a foreign resident of Pyongyang contacted by Reuters. He said the government had barred foreigners from entering the country and would let foreign residents leave but not return.

Yeltsin claims his opponents want to restore communism

By John Lloyd in Moscow and
Our Foreign Staff

MR BORIS YELTSIN, the Russian president, yesterday accused his parliamentary opponents of seeking to restore communist rule. His aides signalled that he planned to secure popular support in a plebiscite under international supervision.

In a statement issued by Mr Vyacheslav Kostikov, his press secretary, Mr Yeltsin accused the Congress of Peoples' Deputies of denying the people the right to a referendum and of "violating the constitution". Its decisions during last week's four-day session were "an attempt to...return the levers of government to the communist nomenklatura".

Mr Yeltsin would give his response in the next few days, Mr Kostikov said, adding in a later interview: "I think that Boris Nikolayevich intends to act as decisively as he showed himself capable of doing in the fatal days

of August 1991" - a reference to the failed communist putsch against Mikhail Gorbachev.

The latest clashes between the president and his hardline opponents in parliament came as western leaders repeated their support for Mr Yeltsin.

German chancellor Helmut Kohl warned that not only Mr Yeltsin's domestic reforms but also the entire process of peaceful international co-operation was threatened by the political backlash in Moscow. A similar message is expected to be delivered by French president François Mitterrand when he arrives in Moscow on an official visit today.

The expressions of international concern follow a weekend meeting of officials from the Group of Seven leading industrialised nations in Hong Kong. However, beyond considering more effective ways of targeting their aid for Russia, there is little sign that western governments are any closer to agreeing increased

financial assistance. Mr Yeltsin's tactic now appears to consist of proceeding to a plebiscite on who governs the country. Mr Yegor Gaidar, former prime minister and now chief economic adviser to the president, said yesterday Mr Yeltsin could constitutionally hold such a plebiscite.

Mr Gaidar said "probably it would be a good idea to hold such a plebiscite involving observers from the international community".

Mr Yeltsin's opponents, by contrast, insist that Congress is the constitutional authority. Mr Konstantin Ziobin, the spokesman for the Russian parliament, yesterday rejected the president's allegations and said that the "democratic gains" made by the Congress last week "significantly reduce the possibilities of legal cover for the destructive activities" of Mr Yeltsin's advisers.

Compromise fades away, Page 2
Kohl speaks out, Page 2

Hoechst blast raises concern over safety

By David Waller in Frankfurt

ONE person died and another suffered third degree burns yesterday after an explosion and fire at Hoechst's main plant near Frankfurt.

The blast was the sixth accident Hoechst has suffered in less than a month - the first involving the loss of life - and immediately prompted calls from regional and national politicians for tougher safety controls in the German chemicals sector.

The explosion occurred at 7.44am when the two men were preparing a section of plant for repairs. Hoechst said the cause of the accident was not known.

The explosion comes less than a month after Hoechst accidentally released 10 tonnes of chemicals - some potentially toxic - from its Griesheim plant. The chemicals fell on the Frankfurt suburb of Schwannheim on February 22.

Although no one was hurt on that occasion, dozens of residents visited doctors after the leak and there was an expensive and high-profile clean-up campaign.

Last Friday Hoechst inadvertently discharged 100 litres of a poisonous solution into the Rhine from a plant in nearby Wiesbaden.

Hoechst said yesterday it regretted the loss of life in the latest accident and would co-operate with investigations launched by the local police and legal officials from the state of Hesse.

Mr Ursula Tober, a Hoechst press officer, said the company was saddened and bewildered by the series of accidents. "We simply cannot explain it to ourselves why all this has happened all at once," she said.

A cloud that floated from the plant over the Frankfurt suburb of Sindlingen yesterday was not dangerous to the public and dispersed quickly after the accident, Hoechst said.

Mr Klaus Töpfer, Germany's federal minister for the environment, yesterday vowed to intensify pressure on the chemicals industry to improve safety standards. Hoechst had already begun a comprehensive examination of its safety and other procedures after the first accident last month.

Approval for USAir deal

Continued from Page 1

disregard it while at the same time insisting that Australia and Japan abide by the provisions of their bilateral aviation treaties with Washington.

"We contend that the current US-UK bilateral agreement, negotiated by an earlier administration, does not offer US airlines sufficient access to British and European markets.

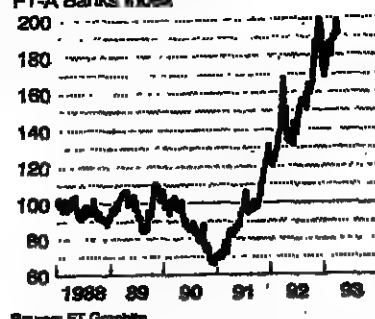
"Even as we honour the existing agreement, the administration will pursue a new agreement this year that incorporates open skies provisions," he said.

THE LEX COLUMN Profits begin at home

FT-SE Index: 2922.4 (+6.5)

HSBC Holdings

Share price relative to the FT-A Banks Index



Source: FT Graphs

dislodging some loose institutional holders of Owners' shares. It would then be able to deter further bids with its large blocking stake. Wavering shareholders should reject such tactics. The Airtours' offer still looks the best alternative.

Sadly, this tale confirms how some bids have degenerated into back-room deals between companies and fund managers. Small shareholders might be forgiven for feeling cheated.

English China Clays

Having abandoned its adventure in housebuilding, English China Clays now finds itself becalmed. Selling kaolin to paper makers will remain unrewarding until demand for the end product catches up with capacity. Given the cyclical downturn in Europe, that point may not be reached until well into 1994. Meanwhile, ECC is in no position to reverse the downward pressure on margins. The move into Pacific markets and an upswing in the US should offset the worst of the damage. The 1990 acquisition of Georgia Kaolin now looks well-timed. But without further steps in that direction, the growth prospects are far from obvious.

ECC could usefully raise as much as £150m by disposing from its land bank and redeploy the funds where growth prospects are better. Given the groggy UK housing market, though, it would not do to count on an early realisation. A debt-funded acquisition would be another way forward. Having replaced most of its auction-market preference shares with last year's rights issue, ECC's balance sheet is strong. The worry is that higher inter-

est charges would eat into free cash flow. That might undermine the secure 5.5 per cent yield on which the shares now depend.

Olivetti

Olivetti's rights issue has the look of a company sticking its finger in the dyke. The £800bn raised has to be set against a declared loss last year of £650bn and provisions for restructuring over the last three years of £700bn. While the issue will wipe out net debt, computer prices are still falling, so further cost-cutting will surely be necessary. Even Olivetti has tacitly accepted that investors may not be keen by pitching the issue at the deepest discount legally allowed.

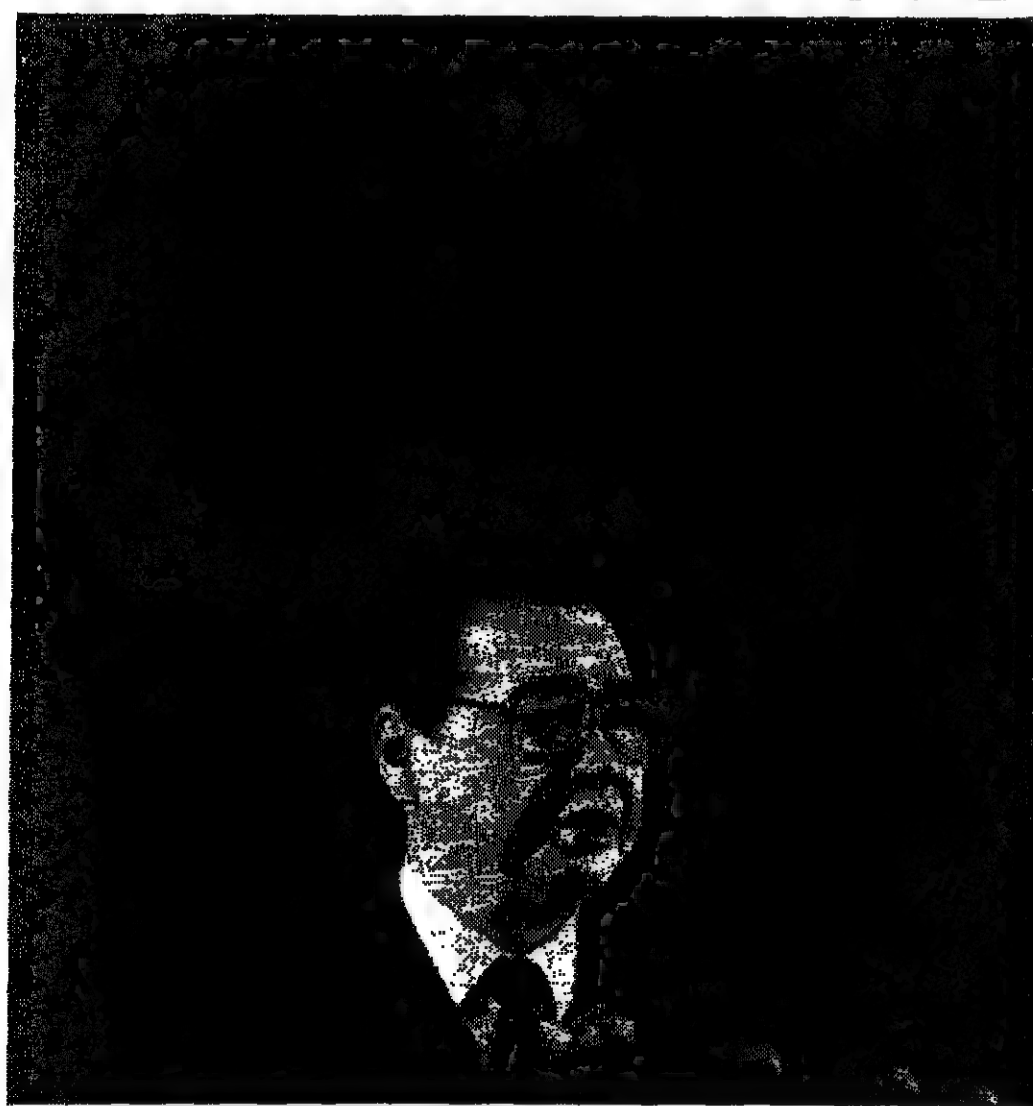
Larger and more august companies than Olivetti have been humbled by the collapse in computer manufacturing margins. While further price falls may be limited as worldwide capacity is cut, it is hard to see European companies becoming the lowest cost producers against Far Eastern competition. And with most of the value being added at the chip level by US firms, assemblers such as Olivetti will struggle. The future of European production is thus far from certain. Even Olivetti's alliance with DEC may not give it much muscle in the expanding rise chip market. DEC, meanwhile, can contemplate its purchase of a 4 per cent stake last summer at £1,000 per share, which it can now add to by taking up its rights at £1,000 each.

British Airways

BA is delighted that the first \$300m stage of its investment in USAir has been temporarily approved. In truth, the US transportation secretary had no alternative under existing aviation agreements. The crucial question is: what follows?

Mr Federico Peña will press hard for a revised bilateral aviation agreement with the UK government giving US carriers greater access to the European market. BA will then face a tricky calculation whether to cede some Heathrow slots in the hope of receiving US regulatory approval for the next two phases of its link up with USAir. These stages would bring the real operational rewards.

But such considerations may be academic. In its current mood, the US Congress would bristle at approving any agreement allowing BA fuller access to the domestic market no matter what Mr Peña may agree.



Chinese premier Li Peng: British Hong Kong governor Chris Patten had acted 'perfidiously'

Hong Kong stocks fall 5%

Continued from Page 1

was not one we could accept". Mr Li told some 3,000 delegates at the National People's Congress that Mr Patten's democratic reform proposals ran completely counter to Britain's "commitment" to bring Hong Kong's system into line with the Chinese-controlled "Special Administrative Region" after 1997. "The British government", he added, "shall be held exclusively respon-

sible for all serious consequences arising from its latest action."

Mr Li described as a "sacred right" China's resumption of sovereignty over Hong Kong in 1997 which "shall not be interfered with and sabotaged in any way."

But he also observed: "We hope for co-operation, not confrontation."

Hong Kong politicians, stock-

brokers and political analysts, noted that he had not ruled out talks.

Mrs Selina Chow, a senior member of Hong Kong's conservative political grouping known as the Co-operative Resources Centre, said: "It seems that there is room for further discussion."

However, it emerged yesterday that a planned meeting of the Sino-British Joint Liaison Group for this month was unlikely to proceed. A Foreign Office official said the two sides had not discussed an agenda for the meeting.

World Weather		°C		°F		°C		°F		°C		°F		°C		°F	
		Boulogne	S	16	61	Frankfurt	S	16	61	Majorca	F	16	61	Opport	F	17	63
		Buenos	S	17	63	Geneva	S	13	55	Malaga	S	18	64	Oslo	F	14	57
		Budapest	S	7	45	Gibraltar	S	17	63	Malta	F	16	61	Paris	S	17	63
		Buenos Aires	F	16	61	Genoa	R	9	48	Manila	F	33	91	Prague	S	10	50
		Cairo	S	20	68	Hankow	S	11	52	Moscow	S	26	77	Reykjavik	S	0	32
		Cape Town	S	26	79	Hong Kong	S	27	81	Shanghai	S	13	55	Rhodes	S	14	57
		Cardiff	S	14	57	Interden	S	11	52	Miami	T	7	45	Rio de Janeiro	R	15	59
		Casablanca	T	8	46	Inverness	F	11	52	Manan	S	13	56	Rome	S	15	59
		Chicago	S	-8	18	Isle of Man	F	20	68	Montreal	T	26	79	Saltburg	S	11	52
		Copenhagen	S	16	61	Isosaki	S	16	61	Moscow	S	26	79	ST. Andrew	T	1	34
		Cebu	S	11	52	Jakarta	R	32	90	Munich	S	14	57	Seoul	S	12	55
		Cerfu	S	15	59	Johnstonsburg	F	26	77	Osaka	F	27	81	Singapore	F	30	86
		Dallas	S	12	54	Kobe	S	16	61	Stockholm	S	15	59	Singapore	S	24	75
		Darwin	S	13	56	London	S	18	64	Nassau	S	21	70	Shanghai	S	18	64
		Dubrovnik	S	15	59	Los Angeles	T	14	57	New Delhi	S	24	75	Tokyo	S	23	73
		Edinburgh	S	14	57	Madras	S	16	61	Norfolk	F	14	57	Tydney	F	24	75
		Elmhurst	S	13	56	Medina	S	14	57	Nice	S	15	59	Tanger	F	18	64
		Florence	S	10	50	Madrid	F	14	57	New York	F	15	59	Tel Aviv	F	16	61

Forte Crest announce the arrival of Business Class.

Business Class has certainly taken off at Forte Crest. It covers a full range of benefits and services. In fact you won't find a better value four star hotel in the UK. Because if you're not completely satisfied, we'll pay for your next night with us. It's what we



call our Satisfaction Guarantee. And that's a real departure from the competition. To experience our Business Class, call your travel agent.

**FORTE
CREST**

In a business class of its own

INTERNATIONAL COMPANIES AND FINANCE

Compagnie BTP agrees to emergency rescue plan

By Alice Rawsthorn in Paris

COMPAGNIE BTP, the French bank that specialises in finance for the property and building sectors, has agreed an emergency rescue package to cut costs and restructure its finances.

The plan includes a radical reduction of 35 per cent in overheads, chiefly by shedding 220 staff. BTP, which has been badly affected by the downturn in the French property market, is also trying to salvage its finances by transferring FF3.2bn (\$560m) of property loans to a new company.

The new company will be controlled by BTP's existing

shareholders, which include a number of prominent names in French finance and construction, including Crédit Lyonnais and Crédit National, the banks, and the Bouygues building group.

The BTP board, led by Mr Jean Bayle, chairman, has been trying to finalise negotiations for the rescue package since last autumn. BTP is the latest in a long line of French financial groups to have fallen into financial difficulty because of the precarious state of the property market.

Crédit Lyonnais, the state-controlled bank which owns 4.1 per cent of BTP, last week disclosed that it produced its

worst results for 20 years in 1992, partly because of its property problems. Other banks, including Paribas and Indosuez, have also been hit, as well as the French insurance companies.

However, BTP is one of the most vulnerable institutions given that it specialises in property. It fell into the red with a net loss of around FF720m last year, after making provisions of FF600m, from net profits of FF82m in 1991.

The company said it hoped to break even this year, following the rescue plan, and to return to "normal profit levels" in 1994.

Avesta Sheffield doubles loss, holds payout

By Christopher Brown-Humes in Stockholm

AVESTA SHEFFIELD, which has become Europe's largest stainless steel group following the recent merger of Avesta and British Steel's stainless steel operations, yesterday disclosed a SKr564m (\$72.33m) loss, after financial items, for 1992.

Weak market conditions were aggravated by merger expenses and the costs of starting up a new mill, the company said.

The deficit was more than double 1991's SKr248m loss and led the company to scrap its dividend after a SKr1 per share pay-out in 1991.

The most important reason for the negative result is that product prices have fallen more than raw material prices," the group said. It blamed industry over-capacity and increased nickel exports from the former eastern bloc for the fall in prices, while noting that demand was restrained by recession in many important markets.

In the current year an increase in turnover of about 5 per cent is forecast, while pre-tax profits are expected to rise both absolutely and relative to turnover, said the preliminary report.

both the other main divisions, to DKr2.94bn from DKr3.34bn in Europe and Brazil and to DKr3bn from DKr3.21bn in North America.

Operating profits in Europe and Brazil were down to DKr159m from DKr177m, and in North America to DKr127m from DKr133m.

In the current year an increase in turnover of about 5 per cent is forecast, while pre-tax profits are expected to rise both absolutely and relative to turnover, said the preliminary report.

conditions in Sweden and Brazil.

Earnings per share increased to DKr61 from DKr56. An unchanged DKr10 per share dividend was proposed.

The board also proposed a scrip issue of one new for five old shares and a share split by which shares of DKr100 face value will be split into five shares of DKr20 each.

Sales increased in Scandinavia to DKr5.97bn from DKr4.98bn, but operating profits slipped to DKr288m from DKr305m. Sales were down in

ISS ahead despite sales decline

By Hilary Barnes in Copenhagen

ISS, the international industrial cleaning group, reported a 9 per cent increase in net profits to DKr266m (\$41.49m) in 1992 from DKr244m last time. Pre-tax profits were up by 15 per cent to DKr374m from DKr323m.

Sales were down to DKr11.35bn from DKr11.80bn, due to divestments, adverse foreign exchange developments and difficult trading

COMPANY NEWS IN BRIEF

PIZZA HUT International has formed a 50-50 joint venture in France with the pizza delivery business Spizza 30. Reuter reports from Paris.

Pizza Hut said the venture, which is subject to French government approval, would cover more than 70 outlets and represent annual turnover of FF350m (\$53.7m). Pizza Hut International has 17 wholly-owned restaurants in France.

● **POKKEB.** The Dutch aircraft maker, said it was deferring publication of its 1992 results until April 2, pending official confirmation that the takeover by Deutsche Aerospace is going ahead. Reuter reports from Amsterdam.

Folkert had originally slated results for March 18.

The company, hard hit by the slump in orders for new airliners, is expected to announce in the next week or so a big cutback in production and jobs.

● **RHEINMETALL.** Berlin is taking a 63 per cent stake in Preh-Werke, the electronics group, for an undisclosed sum. Reuter reports from Düsseldorf.

Rheinmetall said the acquisition, which was subject to approval by the federal cartel office, would take effect retroactively from January 1. Preh had sales of some DM220m (\$132.5m) last year. It

would complement Rheinmetall's automobile technology business led by Pierburg.

● **RODAMCO.** Property, the investment fund, said its 1992-93 dividend would probably be slightly higher than its net per share earnings of FF1.51. Reuter reports from Rotterdam.

The company expects the dividend to be higher than the 1991/92 dividend of FF1.40.

● **UNION Bank of Finland.** The banking arm of Unitas, may incur up to Fm150m (\$94.6m) in credit losses if the debt restructuring of Polar-Yhtymä fails. Reuter reports from Helsinki.

Deutsche Babcock cuts forecast

By Ariane Genillard in Bonn

DEUTSCHE BABCOCK, the plant and engineering group, posted a 22 per cent increase in sales in the five months to the end of February but warned that overall profits for the year would be lower than expected.

Sales in the five months rose to DM2.5bn (\$1.5bn), with the order backlog standing at DM8.8bn, a 22.3 per cent rise over the same period the previous year.

But Mr Heyo Schmiedeknecht, chief executive, warned that profit forecasts for the current year, which ends on

September 30, would have to be "revised downward". He said profits would be "closer to DM6.6bn". Earlier forecasts said profits could be as high as DM6.6bn.

Mr Schmiedeknecht blamed the general recession in the industrial machines sector. He also said that core businesses in environmental technology continued to be in the red.

Net profits for the group for the 1992 fiscal year stood at DM76m however, up from DM32m the previous year. Sales for the same period reached DM7.6bn against

DM7.5bn the year before. Outstanding orders were higher than the previous year, standing at DM7.1bn against DM6.6bn. The company said it had won a contract worth DM240m to build a coal-fired plant in China.

The company said it still planned to float three subsidiaries on the German stock market this year. The plan was announced last year but had to be delayed because of the stock market turmoil, a company spokesman said.

The three subsidiaries are Balcke-Dürr, Babcock-BGH and Schumag, specialists in

mechanical engineering, plant and industrial technology.

The company will also pay a preferred dividend this year, but will omit to pay on common shares. Holders of preferred stock will receive DM3 a share, or three times the DM3 a share which was last paid out in 1988.

The company said it intended to turn 1.2m preferred shares into common stock this year and expected to pay a DM10 dividend for the fiscal year ending September 30 1994. The plans will be presented to its shareholders' meeting on April 5.

Senior managers stage walkout at Baring

By Richard Waters in London

MR CHRISTOPHER Heath, the man who built Baring Securities into one of the UK's most successful securities houses in the late 1980s, yesterday resigned along with a large part of his senior management team after a policy dispute over the company's future.

Mr Heath and his team are believed to have pushed for Baring to expand its securities and derivatives business, in a move that could have led the group to sell a stake to another bank.

Mr Andrew Tuckey, Baring's deputy chairman, said no spe-

cific proposals had been put to the board, but added: "None of these initiatives have any appeal to us, because we have neither the capital nor the inclination" to expand the business.

The move comes six months after Baring, one of the UK's oldest merchant banking groups, announced that its securities arm had plunged into loss in the first half of 1992, cutting group profits by more than a half to £11.8m.

More than 100 jobs were shed at that stage, and yesterday's departures raise the prospect of further cutbacks in the securities arm and its 80-strong derivatives unit.

Mr Tuckey said that the parting had been amicable and that Mr Heath, once the UK's highest-paid director, would remain as a consultant to the group.

Others directors to depart were Mr Ian Martin, head of derivatives, and Mr Andrew Baylie, head of European operations, while Jim Reed, head of New York, and Vanessa Gibson have also left the Baring Securities board.

One of the executives who stepped down said that discussions over the future of the company, under way since last September, had come to a head last weekend: "One route

would have been more exciting and expansionist - and, yes, might have required more capital and an extra partner. The other was more consolidating. At the end of the day, it's very difficult to back something you don't agree with."

Two other Baring Securities directors, Mr Andrew Fraser and Mr Diarmuid Kelly, have been made deputy chairmen of the company. Mr Peter North, put in by Barings as chief operating officer last autumn, takes over as chief executive.

Mr Tuckey said that, while the securities company would not be integrated with the bank, the two operations would move closer together.

French dairy products group static at FF354m

By Alice Rawsthorn

BONGRAIN, the fast-expanding French cheese and dairy products group, made static profits of FF354m (\$52.51m) last year.

The group, which has grown rapidly in recent years through a series of acquisitions culminating in last summer's deal whereby it took managerial control of ULN, the ailing French dairy co-operative, also saw sales stabilise at FF9.7bn in 1992.

Mr Jean-Hughes Vadot, finance director, said Bongrain had been affected by a slowdown in consumer spending across all its markets, with the

exception of Germany. He said there had been a sharp slowdown in France, still the group's biggest market with 47 per cent of sales, particularly in the second half of the year.

Despite the competitive climate, Bongrain would have registered an increase in net profits for its ongoing business of 7.2 per cent had exchange rates remained stable.

However, the franc's strength since the autumn currency crisis reduced the contribution from exports and overall net profits grew below the rate of inflation by 1.1 per cent from FF350m in 1991 to 1992's FF354m.

Euroc profits decline to SKr129m as sales slide

By Christopher Brown-Humes

EUROC, the Swedish building materials group, saw 1992 profits after financial items fall to SKr129m (\$16.6m) from SKr151m a year earlier, with efforts to cut costs and release capital largely offsetting a big downturn in the building market. The dividend is being maintained at SKr2 per share.

Sales slumped to SKr9.5bn from SKr10.5bn, with a particularly severe decline in Sweden and Finland where sales were down 20 to 30 per cent. Operating income dropped to SKr42m from SKr74m.

The group's performance was helped by a sharp reduc-

tion in net financial expense which fell to SKr56m from SKr65m, after a scaling down of operations in some markets. The group sold its stakes in Valencia, the Spanish cement and ready-mix company, incurring a SKr275m extraordinary loss, but it says the move will cut its annual financial costs by SKr150m.

Euroc's cement operations improved earnings to SKr134m from SKr93m, but the building material activities saw profits fall to SKr44m from SKr204m. Losses within building materials distribution deepened to SKr28m from SKr14m. Euroc forecasts that it will remain in profit in 1993.

The Swire Group

Cathay Pacific Airways Limited
1992 FINAL RESULTS

Audited Consolidated Results. The profit attributable to shareholders for the year ended 31st December 1992 was US\$356 million, an increase of 1.9%.

	Year ended 31st December 1992 US\$M	1991 US\$M
Turnover	1,998	2,894
Operating profit	484	468
Net finance charges	41	30
Net operating profit	423	438
Share of profits of associated companies	30	22
Profit before taxation	453	460
Taxation	86	79
Profit after taxation	368	381
Minority interests	3	3
Profit attributable to shareholders	365	378
Dividends	154	154
Retained profit for the year transferred to reserves	211	224
Earnings per share	US\$	US\$
	1992	1991
Dividends per share	1.34	1.34
Interim	4.04	4.04
Final, recommended	5.38	5.38
Available tonnes (kilometres million)	6,466	5,621
	US\$	US\$
Shareholders' funds per share	0.60	0.52

The United States dollar figures shown are for information only, and are translated from Hong Kong dollars at the rate of exchange of US\$1.00=HK\$7.80.

Results. 1992 saw no reduction in the problems confronting the aviation industry. A worldwide excess of capacity and the need for many airlines to generate cash regardless of profits produced a continuation of the fare wars first seen in 1991. Many airlines have reported or are expected to report substantial losses in 1992. Against this background our full year profit of US\$356 million, an increase of 1.9% over 1991 is, I believe, a creditable performance.

Costs continued to be under pressure due partly to large increases in government charges and taxes, and partly to inflation in Hong Kong which continued at a rate higher than worldwide averages. For these reasons we continued with "Operation Better Shape", our major project to increase productivity. We are making progress, unit cost per available tonne kilometre remained the same as last year primarily due to improved staff productivity.

It would be unrealistic for us to assume the industry's problems will soon vanish. As a result, after revising our medium-term forecasts for traffic levels, we postponed in November the conversion of options into firm orders for three Boeing 747-400s, originally due for delivery in 1994.

But there are opportunities and one of these arises from the forecast that demand for air transportation in Asia-Pacific will grow almost twice as fast as in other major regions of the world during the 1990s. In May, we ordered 11 Boeing 777 aircraft, with options on a further 11. Together, the Boeing 777s and the previously-ordered Airbus A330-300s will allow our Company to replace the Trident and to increase capacity on regional and medium-haul routes commencing in 1995.

Despite the delays surrounding the replacement aircraft project at Chek Lap Kok, the Company and its subsidiary and associated companies have been and continue to be active in their preparations for the move. Expressions of interest have been made in respect of Hong Kong Aircraft Engineering Company Limited, Cathay Pacific Catering Services (HK) Ltd, and others, and in many cases detailed plans have been drawn up. Discussions continue with the Provisional Airport Authority and we remain optimistic that the new airport will present a great opportunity for the Company although, of course, the time table for its opening remains uncertain.

Operations. We took delivery of four Boeing 747-400 passenger aircraft during the year. One Boeing 747-200 passenger aircraft was converted to a freighter in August. This brought the fleet total to 49 aircraft: 27 Boeing 747 passenger aircraft, four Boeing 747 freighters and 18 Tridents.

An order for three flight simulators for the Boeing 747-400, A330 and Boeing 777 was placed in July.

Average aircraft utilization for the whole fleet was 10.0 hours per day compared with 9.8 hours in 1991.

Financing. The Company's financial position remained strong. At 31st December 1992, total shareholders' funds amounted to US\$1,708 million, an increase of 15.6% over 1991.

Debt equity ratio has been maintained at around the present level throughout this period.

Investments. During the year, we purchased airline catering facilities located in Sydney, Darwin, Vancouver and Toronto.

Final Dividend. The final dividend to be recommended at the Annual General Meeting on 26th May, 1993 amounts to HK\$1.56 per share for the year ended 31st December 1992 which together with the interim dividend of HK\$0.56 per share paid on 4th October, 1992, makes a total dividend for the year of HK\$2.12 per share. This represents a total distribution for the year of HK\$1,203 million.

Shareholders' register will be closed from 17th April to 21st April 1993, both dates inclusive. The final dividend will be payable on 2nd June 1993 to shareholders registered on 21st April 1993.

Prospects. Looking to 1993 the first half at least is likely to see a continuation of the current climate of soft demand and severe price competition within the airline industry. The outlook for our major Japanese market remains depressed but there are some signs that the major economies outside the Asia-Pacific region are finally beginning to emerge from their lengthy recessions.

However, against the background we fear that airlines worldwide will still be subjected to above average increases in government charges and taxes and it is unlikely that inflation at our home base will reduce significantly. The industrial action by the Flight Attendants' Union in January 1993, although now resolved, may well have a significant impact on 1993's results; it is easy to calculate the short-term financial effect but more time is needed to evaluate whether any longer term impact will be felt.

We would expect to have a clearer picture when our interim results are issued but from the information that we have at present, it is likely that 1993 will be a more difficult year than 1992.

The Annual Report for 1992 will be sent to shareholders on 2nd April, 1993.

P D A Smith
Chairman
Hong Kong, 17th March 1993

CATHAY PACIFIC

U.S. \$400,000,000
Hydro-Québec

Undated
Floating Rate Notes, Series GL,
Unconditionally guaranteed as to payment
of principal and interest by
Province de Québec

Interest Rate	3 3/4% per annum
Interest Period	15th March 1993 15th September 1993
Interest Amount per U.S. \$100,000 Note due 15th September 1993	U.S. \$175.69

Credit Suisse First Boston Limited
Agent

U.S. \$100,000,000

Great Western Financial
Corporation
Floating Rate Notes Due 1995

Interest Rate	5 3/4% per annum
Interest Period	15th March 1993 15th June 1993
Interest Amount per U.S. \$50,000 Note due 15th June 1993	U.S. \$670.83

Credit Suisse First Boston Limited
Agent

ANZ Bank

Australia and New Zealand
Banking Group Limited
(Incorporated with limited liability in the State of Victoria, Australia)

U.S. \$200,000,000
Subordinated Floating Rate Notes due 1998
For the six months 15th March, 1993 to 15th September, 1993 the Notes will carry an interest rate of 3 3/4% per annum with an amount of U.S. \$1,991.32 per U.S. \$100,000 denomination, payable on 15th September, 1993.

Listed on the Luxembourg Stock Exchange.

Bankers Trust
Company, London
Agent Bank

Notice of Annual General Meeting of Shareholders

JB CoB
LIQUIBAER

Julius Baer U.S. Dollar Fund Limited
(A company incorporated in the Cayman Islands with limited liability)

NOTICE IS HEREBY GIVEN of the Annual General Meeting to be held at Julius Baer Bank and Trust Company Ltd., Kirk House, Grand Cayman, Cayman Islands, on the 5th day of April, 1993 at 10 a.m.

1. To receive and consider, and if thought fit, to adopt the accounts presented by the Directors for the year ended 31st December, 1992 and the reports of the Directors and Auditors.

2. To elect Mr. Peter Wild to the Board of Directors.

3. To appoint Auditors and authorize the Directors in this the Auditors' remuneration.

By order of the Board of Directors, Julius Baer U.S. Dollar Fund Limited, P.O. Box 1100, Grand Cayman, Cayman Islands

A shareholder holding registered shares is entitled to attend, vote and appoint one or more proxies to attend and vote instead of him. A proxy need not be a shareholder of the company.

A shareholder holding bearer shares is entitled to attend and vote. Evidence of share rights is to be produced.

Bank, Julius Baer & Co. Ltd., Bahnhofstrasse 36, P.O. Box, 8010 Zurich, Switzerland

Bank, Julius Baer & Co. Ltd., Bvdes Marins 100, Bvdes Marins, London EC3A 7PP, United Kingdom

15th March, 1993

Secretary and Managers, Julius Baer Bank and Trust Company Ltd., Kirk House, P.O. Box 1100, Grand Cayman, Cayman Islands

Agents

Bank, Julius Baer & Co. Ltd., Bvdes Marins 100, Bvdes Marins, London EC3A 7PP, United Kingdom

15th March, 1993

Secretary and Managers, Julius Baer Bank and Trust Company Ltd., Kirk House, P.O. Box 1100, Grand Cayman, Cayman Islands

Agents

Bank, Julius Baer & Co. Ltd., Bvdes Marins 100, Bvdes Marins, London EC3A 7PP, United Kingdom

15th March, 1993

Secretary and Managers, Julius Baer Bank and Trust Company Ltd., Kirk House, P.O. Box 1100, Grand Cayman, Cayman Islands

Agents

Bank, Julius Baer & Co. Ltd., Bvdes Marins 100, Bvdes Marins, London EC3A 7PP, United Kingdom

15th March, 1993

Secretary and Managers, Julius Baer Bank and Trust Company Ltd., Kirk House, P.O. Box 1100, Grand Cayman, Cayman Islands

Agents

Bank, Julius Baer & Co. Ltd., Bvdes Marins 100, Bvdes Marins, London EC3A 7PP, United Kingdom

15th March, 1993

Secretary and Managers, Julius Baer Bank and Trust Company Ltd., Kirk House, P.O. Box 1100, Grand Cayman, Cayman Islands

Agents

Bank, Julius Baer & Co. Ltd., Bvdes Marins 100, Bvdes Marins, London EC3A 7PP, United Kingdom

15th March, 1993

Secretary and Managers, Julius Baer Bank and Trust Company Ltd., Kirk House, P.O. Box 1100, Grand Cayman, Cayman Islands

Agents

Bank, Julius Baer & Co. Ltd., Bvdes Marins 100, Bvdes Marins, London EC3A 7PP, United Kingdom

15th March, 1993

Secretary and Managers, Julius Baer Bank and Trust Company Ltd., Kirk House, P.O. Box 1100, Grand Cayman, Cayman Islands

Agents

Bank, Julius Baer & Co. Ltd., Bvdes Marins 100, Bvdes Marins, London EC3A 7PP, United Kingdom

15th March, 1993

Secretary and Managers, Julius Baer Bank and Trust Company Ltd., Kirk House, P.O. Box 1100, Grand Cayman, Cayman Islands

Agents

Bank, Julius Baer & Co. Ltd., Bvdes Marins 100, Bvdes

INTERNATIONAL COMPANIES AND FINANCE

Nike shares jump on record earnings

By Karen Zagor in New York

SHARES in Nike climbed more than 5 per cent yesterday morning after the company posted record third-quarter earnings. The shares advanced \$3 to \$75.64 at midday.

Although the results were in line with expectations, investors were encouraged by a jump in "futures" orders and news that Nike's US footwear business had its strongest quarter in two years.

The company, based in Beaverton, Oregon, said orders for footwear and apparel scheduled for delivery between March and July climbed 21 per cent to \$1.65bn. The company warned that these orders were not necessarily indicative of total revenues for successive periods.

Nike's net income for the three months to February 28 rose 8.5 per cent to \$89.5m, or \$1.16 a share, from \$82.5m, or \$1.08. Revenues were 12.1 per cent higher at \$972m, against \$867m.

For the first nine months, Nike's net earnings advanced 11.5 per cent to \$281.1m, or \$3.74, from \$255.5m, or \$3.38. Revenues grew 15.2 per cent to \$2.95bn from \$2.56bn.

In the US, sales rose 14 per cent in the quarter to \$557m, with growth led by footwear revenues, which were 15 per cent higher at \$458.2m.

The company's total international sales were 4 per cent higher at \$265.2m. The company said international revenues would have been 11 per cent higher had dollar exchange rates remained constant. Although international footwear sales slid 1 per cent to \$204.1m in the quarter, apparel sales rose 25 per cent to \$61.1m.

In Europe, Nike said it was investing aggressively in the Nike brand. The company expects its fully-integrated automated information systems to come on line this month. This should provide greater communication and co-ordination between European countries.

Brierley sells US motel stake

By Terry Hall in Wellington

BRIERLEY Investments, the New Zealand-based hotel and investment group, is selling its 18.6 per cent stake in La Quinta Motor Inns, a US motel group, for NZ\$112.5m (US\$69m).

Brierley paid NZ\$82m for the stake. The sale is part of the investment group's strategy to withdraw from the US and reorientate itself on Asia, Australia and New Zealand.

A troublesome brew in Germany's chemical industry

Recession, state intervention, a rising D-Mark and competition are responsible, writes Christopher Parkes

ONE of the more predictable features of recession is that it eventually goes away. But there are few consolations to the other spectres stalking Germany's chemicals industry.

Some are familiar. High labour and environmental costs have haunted manufacturers for years. Now, with government intervention, the rise of the D-Mark and the rapid increase in competition from low-cost manufacturers in Asia and elsewhere, labour and environmental costs are disturbing German management's sleep more than they used to.

The effects of medical service reforms, imposed from January by Mr Horst Seehofer, the new health minister, have had a dramatic immediate effect on the pharmaceuticals trade.

This was underlined this week when BASF followed its announcement of a 41 per cent profit slump last year with news that short-time working was to be introduced at its Knoll drugs subsidiary.

BASF said sales of some prescription drugs fell by 40 per cent in the first two months of Mr Seehofer's reforms.

Apart from prescription limits and higher charges for patients, the industry is having to cope with stringent price controls and cuts.

Loss deepens at Brazilian clothier

By Bill Hinchberger in Sao Paulo

SAO PAULO Alpargatas, Brazil's largest footwear and clothing manufacturer, suffered a loss of \$83.2m last year, compared with a deficit of \$37.7m the previous year.

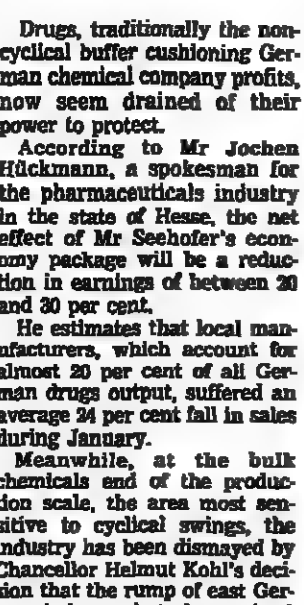
Last year's sales of \$479.2m were down by 11 per cent, with exports accounting for \$83.2m.

"The loss was principally due to lower sales volumes and tighter margins, exacerbated by the adjustment of stocks to lower market values and costs related to company restructuring," said Mr Diego J. Bush, Alpargatas chairman, in a stockholder statement.

Embratel, the state-controlled long-distance telecommunications company, announced profits of \$40m in 1992, up from \$18.3m in 1991.

The company invested \$528m, 90 per cent of which was funded without borrowing. It plans \$700m of new investment this year, including the laying of optic fibre transmission lines between some of Brazil's major cities.

Usiminas, the steel producer established in 1981, announced profits of \$123.4m in its first full year as a privately-owned company. The result was up by 95 per cent from 1991.



The chemicals industry is dismayed by Chancellor Helmut Kohl's decision that the rump of its east German counterpart will be a core element in the region's recovery programme. On the Treuhand privatisation agency's plan to spend another DM1bn this year on restructuring in the east, Mr Wolfgang Hilger, Hoechst chairman, (left) asks if the government is not filling a bottomless bucket.

was not committing itself to filling a bottomless bucket.

The answers appear clear enough. But, in the absence of discernible signs of new industrial growth in the former DDR, the government is not going to change its mind.

Meanwhile, although Bonn may ease some of its more rigorous restrictions on the health service, Mr Seehofer's intervention and trends in international markets indicate that margins and profits will continue to be squeezed.

How successfully the German industry picks its way through this dramatically altered landscape remains to be seen. The direction it has taken has been clear for some time, but the pace has been slow and hesitant.

Although average profits fell by 26 per cent in 1990 and 20 per cent in 1991, it was not

until last year, when earnings fell 30 per cent, that there was serious reduction in the numbers of people employed. More than 20,000 jobs are expected to go this year - following a mere 8,000 job cuts in 1991.

Structural adjustment has also been sluggish and not always successful. Among Germany's big three, BASF is most dependent on mainstream chemicals. Accordingly, it has suffered most.

Ironically, most of BASF's difficulties stem from its "non-chemical" activities, which include heavy loggers such as magnetic tapes.

These businesses, which together account for some 48 per cent of sales, are estimated to contribute just 2 per cent of profits. But change is coming - through a DMSA investment in a pipeline network, which will bring in Russian gas and oil, plus a stable flow of profits. Energy interests already account for around 25 per cent of group earnings.

Meanwhile, the company is trying to escape Germany's high-cost trap by placing chemicals investment abroad.

A new steam cracker opens in Antwerp later this year, for example, and 60 per cent of the

group's European spending outside the home market this year will go to the Belgian site. In another more recent structural move, it swapped its acrylics business for ICI's polypropylene interests.

Both strategies are driven by BASF's conviction that building up critical mass and a cost-competitive edge in core sectors will help it resist the capacity cuts widely believed necessary in the European chemicals industry. It hopes this will enable it to emerge from the anticipated bloodletting in the European chemicals sector relatively unscathed.

The recent decision by Hoechst to merge its PVC activities with Wacker Chemie, accompanied by reorganisation at Celanese, was aimed at the same end.

Bayer sits on its laurels as the first of Germany's big three to bite decisively into its costs. Until now, it has been a distinct favourite among investors, who are content with the estimated 75 per cent contribution to profits from its drugs and information technology businesses. But last week's per cent fall in annual profits to DM2.7bn showed not even the one of the big streamlined chemicals companies can escape the grip of world recession.

Credit Lyonnais takes over Peru bank

By Sally Bowen in Lima

CREDIT Lyonnais has become the first foreign bank for many years to assume majority control over a domestic Peruvian bank.

The French bank has regained control of the Banco de Lima after having a minority holding for a considerable time.

Legislation hostile to foreign participation had forced Credit Lyonnais to reduce its original majority stake in the Lima bank, which was founded in 1952, to under 20 per cent.

To regain overall control, Credit Lyonnais has increased its capital in the Banco de Lima by \$8m.

The French bank said that it would seek to play a role in the forthcoming privatisation of Peru's state-owned companies and the development of the country's capital markets.

Credit Lyonnais holds some \$200m of Peruvian debt paper, including around \$50m in short-term working capital debt - expected to be the first to be accepted in privatisations.

This mini-prospectus is issued in compliance with the requirements of the London Stock Exchange pursuant to Section 154 of the Financial Services Act 1986. The issue of this mini-prospectus has been authorised by the London Stock Exchange without approval of its contents.

This document contains the procedure for application for Ordinary Shares of 1 pence each in Atrous PLC, an Application Form and statements of a factual nature drawn from the listing particulars dated 24 February 1993 (the "listing particulars") which have been published by Atrous PLC and should be read in conjunction with the listing particulars which alone contain full details of the history and business of Atrous, the Acquisition and the Merger. The Directors are satisfied that this mini-prospectus notice contains a fair summary of the key information set out in the listing particulars. Application has been made to the London Stock Exchange for the whole of the share capital of Atrous, issued and to be issued, to be admitted to the Official List.

Definitions set out in the listing particulars shall also apply in this document unless the context requires otherwise.



Placing and Public Offer

by Sheppards

of 27,500,000 Ordinary Shares of 1p each at 20p per share payable in full on application of which 11,250,000 are being placed and 16,250,000 are being offered to the public

The application lists for the Ordinary Shares which are the subject of the Public Offer will open at 10.00 a.m. on Monday 22 March 1993 and may be closed at any time thereafter. The procedure for application and an Application Form in respect of the Public Offer are set out at the end of this document. It is expected that listing will become effective and that dealings in the Ordinary Shares will commence on Friday 26 March 1993. Upon Admission, the Ordinary Shares which are the subject of the Placing and the Public Offer will rank *pari passu* in all respects with the existing issued ordinary shares of Atrous PLC and will rank in full for all dividends or other distributions declared, made or paid on the ordinary shares of the Company. The London Stock Exchange has authorised the issue of this document under Section 154(1)(b) of the Financial Services Act 1986 without approving its contents. This document is not for distribution outside the UK, nor should it be treated as an offer or solicitation outside the UK. Following the Merger, Acquisition and Offer, the authorised and issued share capital of the Company will be as follows:

	Number	Amount
Authorised	50,000,000	£500,000
Issued and fully paid	36,081,123	£360,811

in ordinary shares of 1p each

Indebtedness

At the close of business on 5 February 1993, the USRI Group and the DB (UK) Group (which will become subsidiaries of Atrous PLC on completion of the Merger and Acquisition) had in aggregate outstanding secured bank borrowings of £334,000 and hire purchase obligations (secured) of £42,000.

Save as aforesaid and apart from intra-group indebtedness, at the close of business on that date neither Atrous PLC nor DB (UK) Holdings plc nor USRI, nor any of their subsidiaries had outstanding any loan capital (including term loans) whether issued or created but unissued, or other borrowings or indebtedness in the nature of borrowings, including bank overdrafts and liabilities under acceptances (other than trade bills), or acceptance credits, hire purchase commitments, finance lease obligations, mortgages, charges, guarantees or other material contingent liabilities.

At the close of business on 5 February 1993, the USRI Group and the DB (UK) Group had cash amounting to £1,235,226.

Description of the Enlarged Group's businesses

Following the Merger and the Acquisition, the business of Atrous will comprise that of the DB (UK) Group and that of USRI, which is not expected to form part of the future business of Atrous. It is intended to dispose of the existing business of USRI and an agreement has been put in place to enable this disposal to be effected without any further liability, in respect of this business, accruing to Atrous.

The DB (UK) Group comprises four wholly owned trading companies: Alampart, Leda Glass, Selecta and DBS Marketing. They collectively design, manufacture, market and sell a range of shower screens, shower enclosures and mirrors, principally in the bathroom market.

The Directors believe that the DB (UK) Group currently supplies approximately 35 per cent of the over-the-bath shower screen market in the UK, through three distinct markets being (1) Builders and Plumbers Merchants and Bathroom Retail Specialists, (2) DIY Superstores and (3) Mail Order.

Successful salesperson

The executive management of Atrous will comprise Bruce Ledwith, David Howarth (both currently directors of DB (UK)), Gerry Cechich and Rodney Harrold. Sales and marketing will be the responsibility of Bruce Ledwith, and David Howarth will have responsibility for manufacturing and product development. Gerry Cechich will act as Finance Director of Atrous, and Rodney Harrold will be Executive Chairman with specific responsibility for the strategic development of Atrous.

Estimated profits of the DB (UK) Group for year to 31 January 1993

The estimated results for the DB (UK) Group for the year ended 31 January 1993 are as follows:

Turnover	£2,192,000
Profit before tax	£1,103,000
Profit after tax	£731,000

Offer summary

Offer price per Ordinary Share 20p

Number of Ordinary Shares in issue following the Offer 36,081,123

Market capitalisation at the Offer price £7,210,225

Net proceeds of the Offer £5,000,000

Estimated earnings multiple at the Offer price 8.86

Notional gross dividend per Ordinary Share 1.0p

Notional gross dividend yield at the Offer price (see note 2 below) 5 per cent

Notional net dividend cover (see note 2 below) 2.7 times

Pro forma net tangible assets per Ordinary Share 9.44p

Notes:

(1) The basis of calculation of the forecast earnings per Ordinary Share is based on 36,081,123 Ordinary Shares being in issue.

(2) The calculation of the notional gross dividend yield and the notional net dividend cover is based on a notional gross dividend of 1p per Ordinary Share as described in the paragraph "Dividend Policy" below.

Dividend Policy

The Ordinary Shares issued in connection with the Offer being listed throughout the year to 31 January 1993, and on the basis of the profit estimates referred to above, the Directors would have expected to have recommended dividends totalling 0.75p per Ordinary Share for the year ended 31 January 1993 (which together with the related tax credit at 25 per cent, would be equivalent to 1p per Ordinary Share). On that basis, the gross dividend yield on the Ordinary Shares at the Offer price would be 5 per cent.

In future years it is intended to pay an interim dividend in or around November and a final dividend in or around May of each year. The Directors intend that, in future years, approximately one third of total annual dividends will be paid as an interim dividend and two thirds as a final dividend.

Prospects

The Directors intend to continue with the strategic introduction of products to complement the DB (UK) Group's existing product ranges. This will enable the Directors to take advantage of the DB (UK) Group's existing manufacturing, design and marketing capabilities and to exploit the "Selecta" brand name.

The DB (UK) Group, which currently sells principally to the UK, intends to increase its sales through direct exports into selected European markets, in particular concentrating initially on France, Spain and Scandinavia.

The Directors will consider acquisitions that will complement the existing product ranges of the DB (UK) Group.

This strategy is intended to realise the DB (UK) Group's key objective to become a leading supplier of quality screens, mirrors, and panels and complementary products for the home improvement and commercial markets in the UK and Europe.

Further, in spite of the recessionary conditions which prevail in the United Kingdom, they consider that the DB (UK) Group is well positioned within its markets and will therefore be able to take advantage of any improvements in the general economic conditions.

The Directors therefore consider the prospects for the Company to be encouraging.

Expected timetable of events

Closing date for receipt of applications 10.00 a.m. on Monday 22 March 1993

Despatch of letters of acceptance in respect of the Public Offer Thursday 25 March 1993

Dealing expected to commence Friday 26 March 1993

Last date for splitting Tuesday 27 April 1993

Last date for registration of remission Thursday 29 April 1993

Despatch of definitive share certificates Thursday 27 May 1993

Copies of the Listing Particulars relating to the above may be obtained during normal business hours on any working day, weekdays and public holidays, excepted, up to and including 18 March 1993 from the Company Announcements Office at the London Stock Exchange, London Stock Exchange Tower, Capital Court entrance, off Bartholomew Lane, London EC2 for collection only and up to 30 March 1993 from:

Sheppards
No. 1 London Bridge, London SE1 9GU
The Royal Bank of Scotland plc, Registrar's Department, PO Box 451, Owen House, 5 Bartholomew Crossway North, Edinburgh EH11 0NU

The Royal Bank of Scotland plc, Registrar's Department, 67 Lombard Street, London EC3P 3DL
Atrous PLC, 10 Newhall Street, Birmingham B3 3LX

PROCEDURE FOR APPLICATION - PUBLIC OFFER

- Insert in Box 1 the figure of the number of Ordinary Shares for which you are applying. Applications must be for a minimum of 500 Ordinary Shares and in one of the following categories:
 - for more than 500 Ordinary Shares, but not more than 5,000 Ordinary Shares, in a multiple of 500 Ordinary Shares;
 - for more than 5,000 Ordinary Shares, but not more than 25,000 Ordinary Shares, in a multiple of 1,000 Ordinary Shares; and
 - for more than 25,000 Ordinary Shares, but not more than 100,000 Ordinary Shares, in a multiple of 5,000 Ordinary Shares.
- Insert in Box 2 the amount of your cheque or banker's draft should be 20p multiplied by the number of Ordinary Shares entered in Box 1.
- Sign and date the Application Form in Box 3.
- Insert your full name and address in BLOCK CAPITALS in Box 4.
- Applications may only be made by persons aged over 18. However, a parent, guardian or guardian of a person under 18 may apply for the benefit of the benefit of a minor, you should state the name of the minor in Box 4, and the full name of the minor and the minor's date of birth. You are not thereby precluded from making a single application for your own benefit. See notes 6 and 7 for more applications.
- You must sign the Application Form in Block Capital letters in Box 4, and the signature must be in the presence of a witness who is not a member of the same household as the applicant. The witness must be a member of the London or Scottish Clearing Houses or which has arranged for his signature and "banker's" draft to be presented for payment through the clearing facilities provided for the members of those Clearing Houses and must bear the appropriate sorting code number in the top right hand corner.
- You must apply jointly with up to three other persons.
- If you do so, you must arrange for the Application Form to be completed by or on behalf of each applicant up to a maximum of three other persons, in addition to the first applicant. This form and address should be put in BLOCK CAPITALS in Box 5. Letters of acceptance in the names of joint applicants will be sent to the applicant named in Box 5.
- IMPORTANT: If you make a joint application, you will not be able to transfer the Ordinary Shares into a PEP. If you are interested in transferring your Ordinary Shares into a PEP, you should apply in your own name only.
- If you intend to sign on behalf of any other person, the power of attorney for a copy of the power of attorney for a copy of the power of attorney and give full details of the person on whose behalf you are applying in Box 6. You must deliver the relevant power of attorney and give full details of the person on whose behalf you are applying in Box 6.
- Insert your full name and address in BLOCK CAPITALS in Box 7.
- Insert your full name and address in BLOCK CAPITALS in Box 8.

Public Offer Application Form

Before making any application to acquire shares you are recommended to consult an independent financial adviser authorised under the Financial Services Act 1986.

Public Offer by Sheppards of 16,250,000 Ordinary Shares of 1p each in Atrous PLC ("Ordinary Shares") at 20p per Ordinary Share, payable in full on application

1. I/we offer to acquire		Ordinary Shares	
At the Offer price of 20p per Ordinary Share for any smaller number of Ordinary Shares for which this application is made, payable in full on application, subject to the terms and conditions set out in this Application Form and the Listing Particulars dated 24 February 1993 and subject to the memorandum and articles of association of Atrous PLC			
2. I/we attach a cheque or banker's draft for the amount payable to "The Royal Bank of Scotland plc A/C Atrous PLC Offer"		£	
3. I/we sign and date this Application Form in Block Capital letters in Box 4.			
4. Please use BLOCK CAPITALS			
Forwards (in full) Name, Mr, Mrs, Miss or Mlle Surname		Forwards (in full) Name, Mr, Mrs, Miss or Mlle Surname	
Address (in full)		Address (in full)	
Postcode		Postcode	
5. I/we have my cheque or banker's draft made payable to "The Royal Bank of Scotland plc A/C Atrous PLC Offer" and crossed "Not negotiable" for the amount in Box 2			
6. Please use BLOCK CAPITALS			
Forwards (in full) Name, Mr, Mrs, Miss or Mlle Surname		Forwards (in full) Name, Mr, Mrs, Miss or Mlle Surname	
Address (in full)		Address (in full)	
Postcode		Postcode	
7. Signature		Signature	

Except to the extent that you delete any of the following, you warrant that:

(a) I/we are not applying as, or as (a) nominee(s) or agent(s) for, (b) person(s) who is/are or may be persons registered in section 93 or section 96 of the Companies Act 1985 (company directors and company secretaries).

(c) I/we are not applying as, or as (a) nominee(s) or agent(s) for, (d) person(s) who is/are (a) market maker(s) in the Ordinary Shares of Atrous PLC within the meaning of section 93 of the Companies Act 1985. If this warranty is deleted, please state the date on which application for registration as a market maker in respect of the Ordinary Shares was made to the London Stock Exchange.

(e) I/we are not applying for registration as, or as (a) nominee(s) or agent(s) for, a body of persons established for charitable purposes only. If this warranty is deleted, please state the name of the charity and registered number (where applicable).

Applications will be received by 10.00 a.m. on Monday 22 March 1993. The completed Application Form together with a cheque or banker's draft for the amount payable should be posted to The Royal Bank of Scotland plc, Registrar's Department, PO Box 451, Owen House, 5 Bartholomew Crossway North, Edinburgh EH11 0NU, or delivered by hand to The Royal Bank of Scotland plc, Registrar's Department, 67 Lombard Street, London EC3P 3DL. Any person signing this Application Form under a power of attorney must enclose the original power of attorney for a copy certified by a solicitor for inspection.

U.S. \$75,000,000

Christiania Bank og Kreditkasse

Floating Rate Subordinated Notes Due 1994

Interest Rate	5 1/4% per annum
Interest Period	15th March 1993 15th September 1993
Interest Amount per U.S. \$10,000 Note due 15th September 1993	U.S. \$268.33

Credit Suisse First Boston Limited Agent

Bankers Trust New York Corporation

U.S. \$300,000,000

Floating Rate Subordinated Notes due 2000

For the three months 15th March, 1993 to 15th June, 1993 the Notes will carry an interest rate of 5% per annum and interest payable on the relevant interest payment date 15th June, 1993 will be U.S. \$127.78 per U.S. \$10,000 Note and U.S. \$3,194.44 per U.S. \$250,000 Note.

Bankers Trust Company, London Agent Bank

The Bear Stearns Companies Inc

(A corporation organized under the laws of the State of Delaware, USA)

U.S. \$200,000,000

Floating Rate Notes due 1994

For the three month period 15th March, 1993 to 15th June, 1993 the Notes will carry an interest rate of 3 3/4% per annum with interest amount of U.S. \$87.85 per U.S. \$10,000 Note payable on 15th June, 1993.

Bankers Trust Company, London Agent Bank

INTERNATIONAL COMPANIES AND FINANCE

Pacific Dunlop sees brighter prospects

By Kevin Brown

PACIFIC Dunlop, the Australian industrial and food group, yesterday announced a 14 per cent increase in net profits to A\$131m (US\$86m) for the first half to the end of December, on sales up 11.6 per cent to A\$3.2bn.

Mr John Gough, chairman, said the group was "over the worst of the recession", and forecast that full-year profits would increase "significantly". The group maintained the dividend at 10.5 cents, 55 per cent franked.

Pacific Dunlop said sales increased in all its Australian operations, which range from fashion clothing and processed food to packaging, automotive products and telecommunications cables.

The Petersville Sleigh food division, acquired in 1991 from the Adelaide Steamship group and renamed Pacific Brands Food, increased earnings before interest and tax by 45 per cent to A\$29m.

The group said its international medical and battery businesses accounted for 38 per cent of profits and 33 per cent of turnover, compared with 29 per cent and 31 per cent in the comparable period of the previous year.

Mr Gough said the group was reaping the benefits of restructuring and rationalisation in the previous two years.

He said a tentative upturn in demand for industrial products was being matched by strengthening in retail demand, but profit margins remained under pressure.

Mr Gough said trading conditions remained difficult.

Mr Gough said the group was reaping the benefits of restructuring and rationalisation in the previous two years.

He said a tentative upturn in demand for industrial products was being matched by strengthening in retail demand, but profit margins remained under pressure.

Mr Gough said the group was reaping the benefits of restructuring and rationalisation in the previous two years.

He said a tentative upturn in demand for industrial products was being matched by strengthening in retail demand, but profit margins remained under pressure.

Mr Gough said the group was reaping the benefits of restructuring and rationalisation in the previous two years.

He said a tentative upturn in demand for industrial products was being matched by strengthening in retail demand, but profit margins remained under pressure.

Mr Gough said the group was reaping the benefits of restructuring and rationalisation in the previous two years.

He said a tentative upturn in demand for industrial products was being matched by strengthening in retail demand, but profit margins remained under pressure.

Mr Gough said the group was reaping the benefits of restructuring and rationalisation in the previous two years.

He said a tentative upturn in demand for industrial products was being matched by strengthening in retail demand, but profit margins remained under pressure.

Mr Gough said the group was reaping the benefits of restructuring and rationalisation in the previous two years.

He said a tentative upturn in demand for industrial products was being matched by strengthening in retail demand, but profit margins remained under pressure.

Mr Gough said the group was reaping the benefits of restructuring and rationalisation in the previous two years.

He said a tentative upturn in demand for industrial products was being matched by strengthening in retail demand, but profit margins remained under pressure.

Mr Gough said the group was reaping the benefits of restructuring and rationalisation in the previous two years.

He said a tentative upturn in demand for industrial products was being matched by strengthening in retail demand, but profit margins remained under pressure.

Mr Gough said the group was reaping the benefits of restructuring and rationalisation in the previous two years.

He said a tentative upturn in demand for industrial products was being matched by strengthening in retail demand, but profit margins remained under pressure.

Mr Gough said the group was reaping the benefits of restructuring and rationalisation in the previous two years.

He said a tentative upturn in demand for industrial products was being matched by strengthening in retail demand, but profit margins remained under pressure.

Mr Gough said the group was reaping the benefits of restructuring and rationalisation in the previous two years.

He said a tentative upturn in demand for industrial products was being matched by strengthening in retail demand, but profit margins remained under pressure.

Mr Gough said the group was reaping the benefits of restructuring and rationalisation in the previous two years.

He said a tentative upturn in demand for industrial products was being matched by strengthening in retail demand, but profit margins remained under pressure.

Mr Gough said the group was reaping the benefits of restructuring and rationalisation in the previous two years.

He said a tentative upturn in demand for industrial products was being matched by strengthening in retail demand, but profit margins remained under pressure.

Mr Gough said the group was reaping the benefits of restructuring and rationalisation in the previous two years.

He said a tentative upturn in demand for industrial products was being matched by strengthening in retail demand, but profit margins remained under pressure.

Mr Gough said the group was reaping the benefits of restructuring and rationalisation in the previous two years.

He said a tentative upturn in demand for industrial products was being matched by strengthening in retail demand, but profit margins remained under pressure.

Mr Gough said the group was reaping the benefits of restructuring and rationalisation in the previous two years.

He said a tentative upturn in demand for industrial products was being matched by strengthening in retail demand, but profit margins remained under pressure.

Mr Gough said the group was reaping the benefits of restructuring and rationalisation in the previous two years.

He said a tentative upturn in demand for industrial products was being matched by strengthening in retail demand, but profit margins remained under pressure.

Mr Gough said the group was reaping the benefits of restructuring and rationalisation in the previous two years.

He said a tentative upturn in demand for industrial products was being matched by strengthening in retail demand, but profit margins remained under pressure.

Mr Gough said the group was reaping the benefits of restructuring and rationalisation in the previous two years.

He said a tentative upturn in demand for industrial products was being matched by strengthening in retail demand, but profit margins remained under pressure.

Mr Gough said the group was reaping the benefits of restructuring and rationalisation in the previous two years.

He said a tentative upturn in demand for industrial products was being matched by strengthening in retail demand, but profit margins remained under pressure.

Mr Gough said the group was reaping the benefits of restructuring and rationalisation in the previous two years.

He said a tentative upturn in demand for industrial products was being matched by strengthening in retail demand, but profit margins remained under pressure.

Mr Gough said the group was reaping the benefits of restructuring and rationalisation in the previous two years.

He said a tentative upturn in demand for industrial products was being matched by strengthening in retail demand, but profit margins remained under pressure.

Packer pays A\$49m for 5% stake in Fairfax

By Kevin Brown in Sydney

NINE Network, the Australian television group controlled by Mr Kerry Packer, yesterday revealed that it paid A\$49.7m (US\$35.5m) for a 4.98 per cent stake in John Fairfax Holdings, the newspaper group controlled by Mr Conrad Black.

The announcement prompted speculation that Mr Packer was planning a bid for Fairfax, which owns the Sydney Morning Herald, the Australian Financial Review and The (Melbourne) Age.

However, the re-election of Saturday of Australia's Labor government means there is little prospect of a change in the law regulating cross-media shareholdings, which would be required before Mr Packer could bid.

The conservative opposition coalition had indicated that it might change the law, which prevents broadcasting operators from acquiring shareholdings of more than 15 per cent in newspaper groups.

If he wished to bid for Fairfax, Mr Packer would have to dispose of his controlling 38 per cent shareholding in Nine Network, which would free him from the cross-media ownership restrictions.

Mr Packer sought to take a 15 per cent stake in Fairfax when it was acquired in 1991 by a consortium led by Mr Black, chairman of Hollinger, the Canadian media group and proprietor of the UK Telegraph group. He was forced to with-



Kerry Packer: speculation that he will bid for Fairfax

draw from the consortium after widespread criticism of his prominent role in the Australian media threatened the success of Mr Black's bid.

Nine Network said it had bought the Fairfax shares as an "attractive investment". There were no "current plans" to increase the shareholding.

Nine Network also announced a 1.3 per cent increase in net profit to A\$39m for the six months to the end of December. The board declared an interim dividend of 7 cents, fully franked, compared with nil last year.

The board said Mr Packer would resign as chairman, as previously announced. He will be replaced by Mr Bruce Gyngell, who was head of TV-AM, the former British television broadcaster.

Westpac to reduce costs by cutting 2,000 jobs

By Kevin Brown

WESTPAC, the troubled Australian bank, yesterday said it planned to make 2,000 staff redundant as part of a restructuring of retail operations intended to cut operating costs by A\$150m (US\$107m) a year.

Mr Robert Joss, managing director, said most of the staff in question would leave over the next three months as the retail business was split into separate consumer and commercial divisions.

"This new structure will enable us to better serve the different needs of our business and household customers, and presents an important step forward in making Westpac the best retail bank in Australia," he said.

The announcement, which was expected, comes in the wake of a wide-ranging review of Westpac operations following a record loss of A\$1.5bn for the year to the end of September.

The bank announced last week that it planned to dispose of many of its Asian operations, and consolidate its US operations into one office, as part of a restructuring of international activities.

Mr David Morgan, head of retail banking, said the redundancies would raise the bank's retail productivity to world class levels, but would not affect customer service.

Westpac said last year that it would probably make up to 4,000 of its 20,000 staff redundant in an attempt to reduce its higher than average expenses to income ratio.

Warning over Indonesian banks

By William Keeling in Jakarta

INDONESIA'S listed banks have mostly announced an increase in pre-tax profits for 1992, although bankers warn the sector remains poorly regulated and burdened by non-performing debt.

Of the six largest listed banks, five improved on their 1991 performance. Pre-tax profits at Bank Internasional Indonesia (BII) rose 62.4 per cent to Rp122.1bn (\$58m), while Lippobank's increased to Rp33.6bn from Rp24.6bn a year earlier.

Bank Danamon's pre-tax profits rose from 11 per cent to Rp51bn, Bank Bali's increased from 17.5 per cent to Rp41.1bn, and Bank Niaga's grew 12 per cent to Rp36.5bn. Bank Duta was alone in seeing a pre-tax profit fall from Rp35.5bn in

1991 to Rp26.2bn last year. In a year of general consolidation in the Indonesian banking sector, which remains dominated by five state-owned banks, the growth in the listed banks' outstanding loans either slowed or, in two instances, was reversed.

Bank Danamon's loan portfolio grew most rapidly to Rp3,600bn from Rp2,950bn in 1991, while Lippobank's loans rose 17.5 per cent to Rp2,150bn. Bank Bali and Bank Duta posted a marginal fall in outstanding loans, down 7 per cent to Rp1,960bn and 4.5 per cent to Rp1,700bn respectively.

Brokers say the banks are more bullish for growth next year. BII forecast a 50 per cent loan growth this year, after an 8 per cent rise to Rp3,690bn in 1992.

Lippobank and Bank Bali are forecasting loan growth in excess of 20 per cent, while Bank Niaga is anticipating a more modest 15 per cent rise. The government has forecast a 17 per cent rise in banking sector credit this year.

Brokers, however, warn that higher net profits and an increase in credit may flatter the banks' actual performance. The results need to be accompanied by a now-perennial warning that banks may be under-provisioning for non-performing assets, they say.

Banks should be providing a minimum of 2.3 per cent of productive assets for non-performing assets, brokers say, but they believe that none of the listed banks reaches this figure.

In the worst case, brokers estimate that one of the six is

providing less than 1 per cent of its productive assets. An increase in provisions to 2.3 per cent would wipe out twice-over the bank's 1992 net profits.

Banks anticipating high credit growth this year will also need to watch their capital adequacy ratios. Brokers estimate all the six listed banks to have capital adequacy ratios in excess of 7 per cent of risk weighted assets, a level set by the central bank for the end of this month.

But if the banks meet their targets for credit growth, most will need to raise new capital by the end of the year.

Brokers say this could lead to a call on shareholders for new finance or restricted dividend payments to allow banks to retain profits and boost their capital base.

Astra makes sweeping changes

By William Keeling

ASTRA International, the Indonesian motor company, has made sweeping boardroom changes prior to announcing its 1992 results which, brokers say, will show a 59 per cent fall in net profits to Rp87bn (\$42m).

The changes follow the forced sale in January by the Soeryadaya family, Astra's founders, of their majority stake in the company. Three of four family members have left the board, including Mr Edwin Soeryadaya, formerly vice-president.

Mr Oskar Soerjatmadja, a former director-general of the ministry of finance and currently chairman of the Jakarta stock exchange, has been appointed president commissioner, equivalent to company chairman.

Mr Pradjogo Pangestu, who led the consortium which bought into the Soeryadaya stake, has become vice-president commissioner, while his close business colleague, Mr Henry Pribadi, has been made commissioner.

The senior management responsible for the company's day-to-day affairs remains largely unchanged, quelling investors' fears that the sale by the Soeryadayas could prompt an exodus of top personnel.

The Soeryadayas still own, directly or through nominee companies, more than 13 per cent of Astra but are expected further to reduce their stake to repay debts associated with their privately-owned Bank Summa, which collapsed in December owing Rp1,600bn.

Liquidators, led by the central bank, have currently agreed to repay large clients

half their deposits. They hope to raise further finance by selling off the Soeryadayas' extensive property interests.

Astra has yet officially to announce its 1992 figures, but brokers have been privately informed that net profits slumped to Rp87bn from Rp210bn in 1991. The company's vehicle sales fell 32 per cent to 97,239 units, although it increased market share year-on-year to 56.5 per cent from 54 per cent.

The net profits are higher than brokers' forecasts, reflecting a recovery in the last quarter.

Nevertheless, some new shareholders are reportedly keen to restructure Astra and possibly dispose of non-core businesses, which include timber, palm oil plantation and telecommunications subsidiaries.

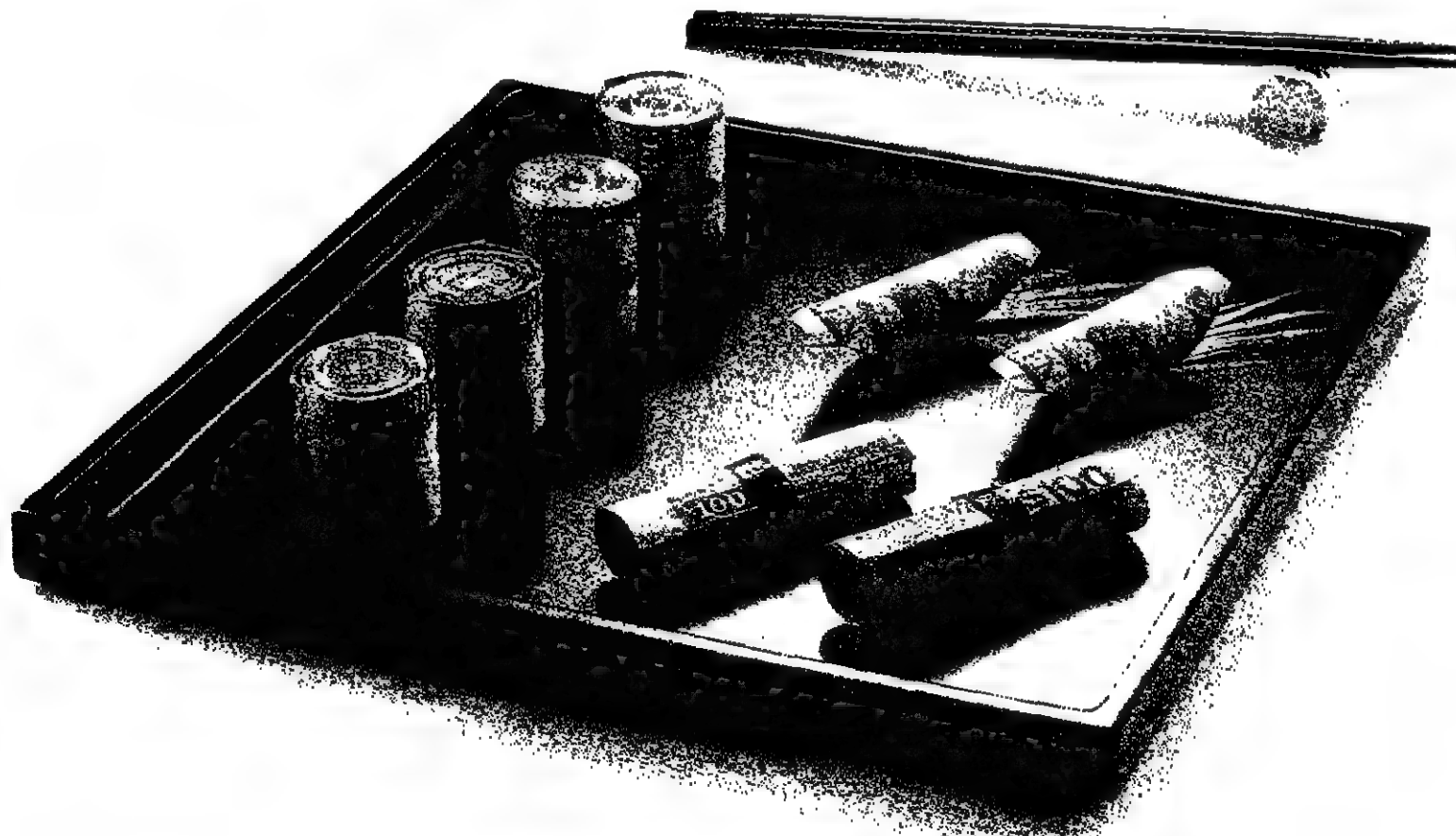
Sharp pre-tax fall at Inchcape Timuran group

INCHCAPE Timuran, the Malaysian trading group, has posted a 47 per cent fall in group pre-tax profits to M\$13.34 (US\$6m) for 1992 from M\$25.31m in 1991. Reuter reports from Kuala Lumpur.

Turnover rose slightly to M\$376.32m from M\$346.52m. Inchcape said earnings were hit by slower growth in sales of consumer products and high interest rates while exports were hurt by the strengthening of the Malaysian dollar.

The company was cautious about 1993, saying an easing of credit restrictions had yet to lift sales of consumer goods.

Boustead, the Malaysian conglomerate, unveiled net profits of M\$12.74m for the first half to December 31 up 2 per cent from a year earlier. Reuter reports.



And you thought we only served Japanese.

You need a global menu of financial services. Expertise in combining sound advice with the most advanced financial engineering. And someone who understands the services you require.

NOMURA
THE NOMURA SECURITIES CO., LTD.
1-9-1, Nihonbashi, Chuo-ku, Tokyo

Nomura International plc, member of the Securities & Futures Authority and the London Stock Exchange.

NEW ISSUE

This announcement appears in a matter of record only

March 1993

IMI BANK
INTERNATIONAL

Italian Lire 150,000,000,000
12.375 per cent. Notes due 1998

unconditionally and irrevocably guaranteed by
ISTITUTO MOBILIARE ITALIANO S.p.A.

IMI Bank (Lux) S.A.

CREDIT SUISSE FIRST BOSTON ITALIA KREDITBANK INTERNATIONAL GROUP

BANCA D'AMERICA E D'ITALIA Deutsche Bank Group GENERALI BANK
SWISS BANK CORPORATION UBS PHILLIPS & DREW SECURITIES LIMITED

ABN AMRO BANK N.V. ASLK-COER BANK

BANCA COMMERCIALE ITALIANA BANCA EUROBILIBERE

BANCA NAZIONALE DEL LAVORO BANCA DI ROMA Gruppo Banca di Roma

BANCO DI NAPOLI BANKERS TRUST INTERNATIONAL

BANQUE BRUXELLES LAMBERT S.A. BANQUE GENERALE DU LUXEMBOURG S.A.

BANQUE INTERNATIONALE A LUXEMBOURG S.A. PARIBAS CAPITAL MARKETS

CARIPLO S.p.A. COMMERZBANK AG CREDIT COMMERCIAL DE FRANCE

CREDIT COMMUNAL DE BELGIQUE S.A./GEMEENTEKREDIET VAN BELGIË N.V.

CREDITO ITALIANO DRESNER BANK AG

GEMINA EUROPE BANK S.A. ISTITUTO BANCARIO SAN PAOLO DI TORINO S.p.A.

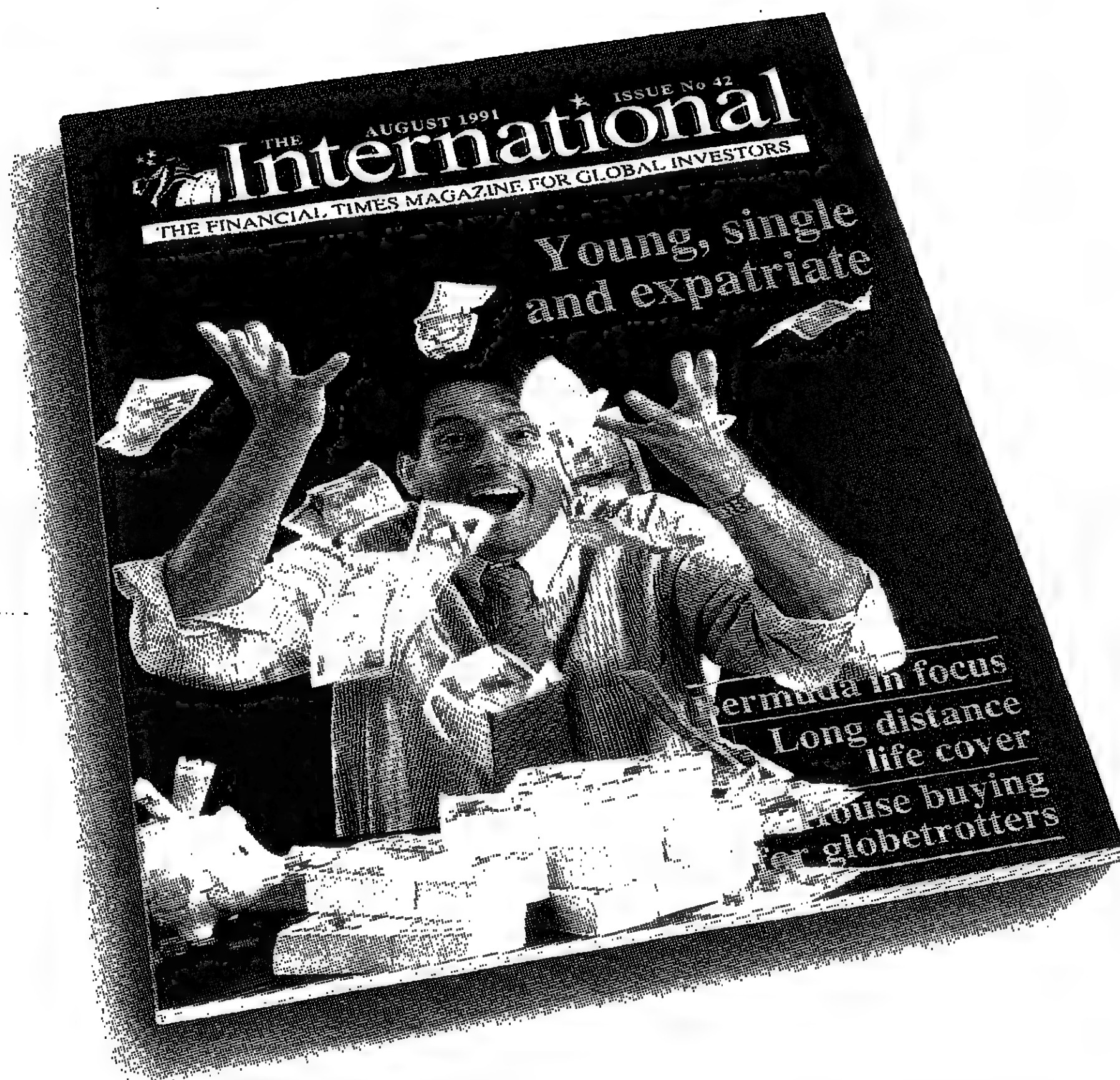
ISTITUTO DI CREDITO DELLE CASSE DI RISPARMIO ITALIANE ITALIAN INTERNATIONAL BANK PLC

JP MORGAN SIM S.p.A. NATWEST CAPITAL MARKETS LIMITED

WESTDEUTSCHE LANDESBANK GIRONZENTRALE

RC/BS/92-09

If you're pursuing wealth abroad take a guide book.



Every month The International provides in-depth coverage of investment opportunities for those living abroad.

With around 100 pages of authoritative editorial in every issue it's the essential guide to the world of finance. And, because The International is published by the Financial Times, its pedigree is impeccable.

Of course thousands of shrewd subscribers have already realised The International's other great benefit, it's absolutely free. To join them simply complete the free subscription form below.

FINANCIAL TIMES
MAGAZINES

Yes, I have money to invest and live abroad. Please send me, FREE and without obligation, my monthly copy of The International, the personal finance guide for investors residing outside the UK and USA.

Mr/Mrs/Miss _____

Job Title _____

Nationality _____

Company/Private Address _____

Country _____

Postcode _____

Sign here only if you wish to receive a regular copy of The International

Signature _____

Date _____

The International, Greystoke Place,
Fetter Lane, London EC4A 1ND. UK.

Job Status

- ☐ 1 Proprietor/Self-Employed Partner
☐ 2 Employed
☐ 3 Consultant
☐ 4 Retired
☐ 5 Student/Unemployed

Nature of Business

- ☐ 1 Financial Services
☐ 2 Construction
☐ 3 Other Services
☐ 4 Transport/Travel/Communications
☐ 5 Distribution/Hotels/Catering

- ☐ 6 Extraction (Oil, minerals, etc)
☐ 7 Manufacturing/Engineering
☐ 99 Other (Please State _____)

Age

- ☐ 1 Under 25
☐ 2 25-34
☐ 3 35-44
☐ 4 45-54
☐ 5 55-64
☐ 6 65+

- Types of investment currently held**
☐ 1 Domestic Equities

- ☐ 2 International Equities
☐ 3 Offshore Deposits
☐ 4 Property
☐ 5 Bonds
☐ 6 Precious Metals/Gems
☐ 7 Unit Trusts/Mutual Funds
☐ 8 Other International Investments
☐ 99 None

Which of the following do you have?

- ☐ 1 Credit Card (e.g. Visa)
☐ 2 Gold Card
☐ 3 Charge Card (e.g. Amex)
☐ 99 None



COMPANY NEWS: UK

Strong growth in Hong Kong and Asia Pacific operations

HSBC doubles to £1.7bn

By John Gapper and Simon Hoberton

STRONG PROFITS in Hong Kong and the Asia Pacific region helped HSBC Holdings to raise pre-tax profits by 94 per cent in sterling terms to £1.7bn for 1992 compared with £890m.

The increase expressed in Hong Kong dollars was 56 per cent to HK\$2.1bn (HK\$12.8bn). Asia Pacific operations made a £1.3bn pre-tax profit (£878m). They contributed £430m of the rise in pre-tax profit, helped by an exceptional profit of £270m on the sale of a 10 per cent stake in Cathay Pacific Airways.

The charge for possible bad debts more than doubled to £1.19bn (£502m) after taking in £221m attributable to Midland, £297m from Olympia and York, and £90m from Concord Leasing, £49.5m of which relates to shipping loans.

Provisions against Olympia and York now amount to 60 per cent of the £500.1m exposure. Mr John Bond, chief executive, said it was "extremely unlikely that we would take another stand alone position like that in the future".

Sir William Purves, chairman, said that although economic growth in Asia had been robust, recession in several of its markets made 1992 quite a difficult year and resulted in "a

significant increase in the level of provisioning".

Sir William said this would be "a year of consolidation" for Midland. "The highest priority is for Midland to get its domestic retail business firing on all cylinders, and to improve service to customers," he said.

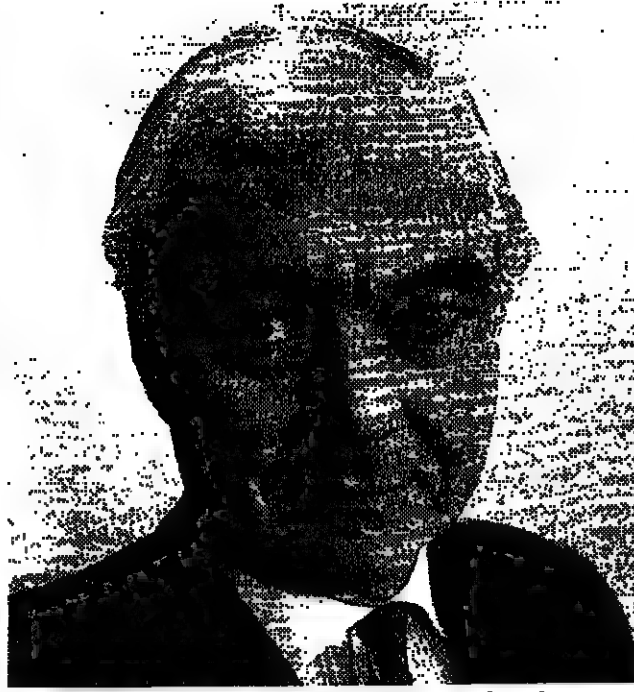
HongkongBank's profit attributable to shareholders rose to £1.01bn (£599m). Hang Seng Bank, in which HongkongBank has a 61.4 per cent shareholding, contributed £486m (£311m).

Both Marine Midland, the US subsidiary, and HongkongBank of Australia returned to profit. Marine Midland showed a profit of £73.2m (£24.5m loss), while HongkongBank of Australia made a profit of £3.5m (£18.4m loss).

Profits of James Capel, the group's stockbroking subsidiary, fell to £7.6m (£17.7m), after restructuring and other charges. European results were "disappointing," while Asia and the US were "highly profitable".

Net interest income grew to £3.24bn (£1.64bn) and other operating income grew to £2.63bn (£1.2bn).

Despite a rise in operating expenses to £3.37bn (£1.78bn) the cost to income ratio fell to 56.6 per cent (58.4 per cent).



John Bond: charge for possible bad debts shows sharp increase

The group's ratio of capital to risk-weighted assets stayed constant at 13.3 per cent, although its tier 1 capital ratio fell to 7.4 per cent (9.6 per cent).

Its property revaluation reserve under tier 2 capital rose to £1.05bn (£381m). Earnings per share were 72 pence up at 82p (36p).

The final dividend is 14.2p, increasing the total to 12.7p (12.71p).

Shareholders' funds rose to £8.01bn (£4.82bn) and assets grew to £170.5bn (£85.79bn). The return on average assets rose to 1 per cent (0.7 per cent). HSBC's 75p ordinary shares closed 20p higher at 534p.

See Lex

BM poised for losses after heavy write-downs

By Jane Fuller

BM Group, the construction equipment and engineering concern, is likely to fall into the red this year after substantial losses on business disposals and other write-downs.

The group announced yesterday that it would take an exceptional loss of about £13m on the recent sale of Blackwood Hodge UK and Spain to International Machinery Company.

The share price, which collapsed last summer after the departure of the chairman Mr Roger Shute, fell 6p to 54p yesterday.

A root-and-branch review has been carried out under the new chairman Mr Moger Woolley, with the help of a new merchant bank - Robert Fleming - and new auditors - Price Waterhouse for Kingston Smith.

Analysts estimate that exceptional losses could run to £20m-£30m. This would push the group into the red even before interest costs on trading profits thought to be running at £15m-£20m for the year to June 30. Last June net debt stood at £81.1m.

The interim results have been delayed until April.

Thirst for Vimto prompts 8% gain at JN Nichols

STRONG SALES of Vimto, the fruit and herb drink, helped JN Nichols report an 8 per cent increase to £2.38m in pre-tax profits for 1992, on sales virtually unchanged at £47m.

The campaign to widen the appeal of Vimto, traditionally the favourite soft drink of Northern non-drinkers, and an increased contribution from Nichols Foods helped to offset a decline in contract canning and export sales.

The company said the 11m decline in exports, a significant proportion of which are targeted at the Middle Eastern market where Vimto is often used to break the Ramadan

fast, had been due to the timing of deliveries. Ramadan had fallen later than the previous year.

The group's main export markets continued to grow, however.

In the UK, bad weather last summer had had an adverse effect on sales in the latter half of the year. Nevertheless, Vimto showed a strong improvement and the canning business helped to increase sales.

The final dividend is increased by 10 pence to 8.5p, for a total 1.5p higher at 13.6p. Earnings were ahead from 32.6p to 35.4p.

Gearing surprise as Laporte drops 10%

By Paul Abrahams

LAPORTE, the speciality chemicals group, yesterday reported pre-tax profits down 10 per cent from £96.4m to £86.6m, for the year to January 3.

The shares fell 9p to 879p, as analysts were surprised by the group's gearing. Although debt at the year end had been £125.6m, Mr Ken Minton, chief executive, said during a presentation to analysts that it had deteriorated since January to about £190m.

Most of the deterioration - about £25m - had been caused by adverse currencies and in particular the rise of the dollar. Debt at Evode, a recent acquisition, had been higher than expected (£10m) and the group had bought about £2m of Evode's shares during the takeover. A further acquisition (£5m) and seasonal changes (£8m) had added to debt. Mr Minton said the group would be cash-positive during 1993.

Mr Minton said the results had been in line with predictions and that he felt pretty good about the prospects for Evode and the group generally.

The results were achieved on turnover down from £616m to £608m. The pre-tax profits included £9.6m from the Interbox business which was sold on May 21. Sales of Interbox until that date were £74m.

The organic speciality division's operating profits were £15.8m (£4.9m) on turnover up from £33.6m to £31.7m thanks to the acquisition of the peroxo speciality business at Interbox. The existing business increased from £33.6m to £41m. The peroxo business added £9.4m to the profits.

Sales at the absorbents division increased 12 per cent from £81m to £90.6m, while trading profits rose from £11.7m to £12.1m. Mr Minton said the figures masked a distinct improvement in margins during the second half of the year from 10.7 per cent to 13.9 per cent. The improvement was due to significant investment and rationalisation.

The construction chemicals division reported operating profits up 69 per cent from £10.6m to £17.9m on sales of £141.1m (£106.9m). Rockwood, a recent acquisition, generated £26.7m of the £35.2m increase in turnover.

The hygiene and process chemicals division posted trading profits up 14 per cent from £14.1m to £16.1m on sales of £96.3m (£89.3m). The metals and electronic chemicals division's turnover was up 3 per cent from £94.4m to £97.5m. Operating profits fell 7 per cent from £15.2m to £14.2m.

Capital expenditure, which the company described as heavy, was £74m.

Earnings per share fell 3 pence from 40p to 39.2p. The board proposed a final dividend of 12.5p, making a total for the year of 18.5p (18.9p), a rise of 3 pence.

Results for the field data side

declined with sales of £34.8m (£49.8m) and operating profit of £2.12m (£3.54m). Peak said this was due to weak performance of Peak Measurement, which produces measuring equipment for the petrochemical and water industries in Europe.

Earnings per share advanced to 4.2p (3.9p) and an unchanged final dividend of 2.35p is recommended for a maintained total of 3.4p.

Mr Allen Standley, group managing director, said he was relatively cautious about 1993, noting there was a reluctance in the present economic climate in Europe for customers to make commitments to big capital investments such as traffic systems. He predicted

more than a quarter, while UK sales declined to £16m, against £16.2m.

Redundancy costs increased sharply from £132,000 to £891,000 as the group lost more than 100 employees.

It made an exceptional provision of £395,000 against the cost of transferring plant from Warrington to Sheffield, which was partly offset by £134,000 exceptional profits (losses £188,000) on disposal of property in Canada.

The board proposes to hold the final dividend at 2.45p maintaining the total for the year at 3.6p uncovered by earnings per share of 2.2p, compared with 6.9p last time.

United Uniform

climbs to £3.65m

Although 1992 proved to be a more difficult year than anticipated 12 months ago, United Uniform Services, maker of fitted uniforms and corporate clothing, raised pre-tax profits by 7 per cent from £3.4m to £3.65m in 1992.

Turnover rose 6 per cent to £57.1m. Earnings per share were 10.9p (10.1p) and the dividend total is maintained at 3p with an unchanged final of 2p.

The company is to change its name to that of its principal subsidiary, Horace Small Apparel.

Metalrax maintains

growth with £7.3m

Metalrax Group, the specialist engineers, continued its growth in the year to December 31 with pre-tax profits ahead from £7.21m to £7.31m, on turnover 4.6 per cent lower at £50m.

With a higher tax charge of

Turnround in exceptionals behind 25% decline at ECC

By Maggie Urry

PRE-TAX PROFITS at English China Clays, the industrial minerals and construction materials group, fell 25 per cent in 1992 to £36.2m, compared with £115.4m for the previous year.

There was an exceptional charge of £14.3m, against a credit of £2.2m, mainly relating to the write down of housing land announced in September. Group sales fell 4.5 per cent to £965.3m.

Lord Chilver, chairman, said the European markets were "unlikely to show much progress" in 1993, but there were signs of recovery in the US.

He said the group expected to at least maintain the dividend in 1993 at the 1992 level of 20p, itself unchanged from 1991. The shares rose 5p to 589p.

Mr Andrew Teare, chief executive, said there had been "intense pressure from customers for substantial price reductions" as the paper industry,

the main user of china clay, struggled with overcapacity. He said ECC had resisted and volumes had been maintained.

He said the group was in the middle of a five year programme to change the company around. "We have done all the obvious things," he said, such as cutting costs, selling businesses and sorting out the balance sheet.

The group was now the world's leading supplier of kaolin following the purchase of Georgia Kaolin in the US, at the end of 1990.

The next step was to seek out business opportunities, such as expanding sales into the Pacific area, supplied from the US, and developing new uses for its industrial minerals.

Operating profits from ECC International fell to £90.5m (£97.7m), although sales were marginally higher at £589.8m.

Profits from construction materials, largely hard rock used in road building, fell to £15.3m (£24.1m). Sales rose 2.4 per cent to £352.4m, as strong

volumes were offset by price weakness.

The housebuilding division, now being wound down, contributed £8.3m (£14.5m) in profits, and generated cash of £18.6m (£23.8m) as land was sold. Since 1990 £62m had been raised from this division, and the total could reach £200m.

The interest charge was \$5.4m (£16.5m) following the £200m rights issue last year. Net debt rose by £40.3m to £172.8m, 21 per cent of shareholders funds. The translation of overseas debt at lower sterling rates added £45.2m to debt.

Earnings per share fell 30 per cent to 21.87p. An unchanged final dividend of 13.4p is proposed.

Under FRS 3, which the group will apply to its published accounts, pre-tax profits rose from £79m to £100.2m, mainly because of the reclassification of an extraordinary profit of £18m. Earnings per share were 27.26p, up from 15.09p.

See Lex

Sterling's collapse helps MAI advance by 12% to £33.9m

By Hugh Carnegie

MAI, the financial services and media group headed by Lord Hollick, the Labour peer, increased pre-tax profits by 12 per cent to £33.9m in the six months to December 31, against £30.3m.

The core money and security broking business was again the main engine, accounting for all but £25m of turnover, which was up 9 per cent at £204.5m (£187.2m). Broking operating profit was up 16 per cent at £21.5m (£18.8m) in what analysts described as peak conditions with governments worldwide seeking financing for deficits.

With 60 per cent of profits accruing overseas, mostly in dollars, the company benefited from the sterling crash following "Black Wednesday" last September.

Lord Hollick said translation was at an average of \$1.65, compared with \$1.75 for the

1991-92 year. With the rate now running at about \$1.43, the benefit would be greater in the second half, he said.

MAI added, however, that profits had been held back by a sharp decline in foreign exchange activity in the Far East, particularly Japan, where there was no sign of a sustained improvement.

Meanwhile, Lord Hollick declined to comment on his relations with fellow directors at Mirror Group Newspapers. He has distanced himself from a recent statement from the board expressing support for the current management but refused to be drawn on reports that he might resign. "I am still a director," he said.

He was more forthcoming about Meridian Television, which won the south of England ITV franchise with a £36m bid and began broadcasting on January 1.

He said advertising and audience figures were slightly

ahead of target. It was premature to speak of a sustained upturn in TV advertising, but prospects seemed good.

MAI is investing £20m most of which has already been spent, with a targeted profit for the company in 1994.

Profits increased at the Wagon used car finance company, the mainstay of retail financial services, despite sluggish motor sales. Analysts said Wagon had increased its market share and appeared to have overcome the worst of its bad debt problems. Wagon said it had refinanced more than £300m of bank loans on a medium term basis.

Profits in the information side, which includes the NOP market research organisation, were also well ahead at £2.1m, compared with £1.4m, on turnover of £34.4m (£32.9m).

The interim dividend is raised to 2p (1.4p) to reduce disparity. Earnings per share were 8.5p (5.9p).

Traffic side bolsters Peek

By Hugh Carnegie

PEEK reported pre-tax profits up 18 per cent, from £6.06m to £7.13m for 1992, on turnover ahead 6 per cent from £94m to £98.8m, despite a setback in its field data business.

The traffic division, which includes systems for junction signals and road offence monitoring in the US, Europe and the Far East, saw operating profit rise 78 per cent to £6.6m (£3.77m). Most of this was attributable to acquisitions - notably of four companies in Denmark, Finland, Norway and Sweden - which helped push turnover up 66 per cent to £54.1m (£34.6m).

Results for the field data side

declined with sales of £34.8m (£49.8m) and operating profit of £2.12m (£3.54m). Peak said this was due to weak performance of Peak Measurement, which produces measuring equipment for the petrochemical and water industries in Europe.

Earnings per share advanced to 4.2p (3.9p) and an unchanged final dividend of 2.35p is recommended for a maintained total of 3.4p.

Mr Allen Standley, group managing director, said he was relatively cautious about 1993, noting there was a reluctance in the present economic climate in Europe for customers to make commitments to big capital investments such as traffic systems. He predicted

more than a quarter, while UK sales declined to £16m, against £16.2m.

Redundancy costs increased sharply from £132,000 to £891,000 as the group lost more than 100 employees.

It made an exceptional provision of £395,000 against the cost of transferring plant from Warrington to Sheffield, which was partly offset by £134,000 exceptional profits (losses £188,000) on disposal of property in Canada.

The board proposes to hold the final dividend at 2.45p maintaining the total for the year at 3.6p uncovered by earnings per share of 2.2p, compared with 6.9p last time.

United Uniform

climbs to £3.65m

Although 1992 proved to be a more difficult year than anticipated 12 months ago, United Uniform Services, maker of fitted uniforms and corporate clothing, raised pre-tax profits by 7 per cent from £3.4m to £3.65m in 1992.

Turnover rose 6 per cent to £57.1m. Earnings per share were 10.9p (10.1p) and the dividend total is maintained at 3p with an unchanged final of 2p.

The company is to change its name to that of its principal subsidiary, Horace Small Apparel.

Metalrax maintains

growth with £7.3m

Metalrax Group, the specialist engineers, continued its growth in the year to December 31 with pre-tax profits ahead from £7.21m to £7.31m, on turnover 4.6 per cent lower at £50m.

With a higher tax charge of

declined with sales of £34.8m (£49.8m) and operating profit of £2.12m (£3.54m). Peak said this was due to weak performance of Peak Measurement, which produces measuring equipment for the petrochemical and water industries in Europe.

Earnings per share advanced to 4.2p (3.9p) and an unchanged final dividend of 2.35p is recommended for a maintained total of 3.4p.

Mr Allen Standley, group managing director, said he was relatively cautious about 1993, noting there was a reluctance in the present economic climate in Europe for customers to make commitments to big capital investments such as traffic systems. He predicted

more than a quarter, while UK sales declined to £16m, against £16.2m.

Redundancy costs increased sharply from £132,000 to £891,000 as the group lost more than 100 employees.

It made an exceptional provision of £395,000 against the cost of transferring plant from Warrington to Sheffield, which was partly offset by £134,000 exceptional profits (losses £188,000) on disposal of property in Canada.

The board proposes to hold the final dividend at 2.45p maintaining the total for the year at 3.6p uncovered by earnings per share of 2.2p, compared with 6.9p last time.

United Uniform

climbs to £3.65m

Although 1992 proved to be a more difficult year than anticipated 12 months ago, United Uniform Services, maker of fitted uniforms and corporate clothing, raised pre-tax profits by 7 per cent from £3.4m to £3.65m in 1992.

Turnover rose 6 per cent to £57.1m. Earnings per share were 10.9p (10.1p) and the dividend total is maintained at 3p with an unchanged final of 2p.

The company is to change its name to that of its principal subsidiary, Horace Small Apparel.

Metalrax maintains

growth with £7.3m

Metalrax Group, the specialist engineers, continued its growth in the year to December 31 with pre-tax profits ahead from £7.21m to £7.31m, on turnover 4.6 per cent lower at £50m.

With a higher tax charge of

declined with sales of £34.8m (£49.8m) and operating profit of £2.12m (£3.54m). Peak said this was due to weak performance of Peak Measurement, which produces measuring equipment for the petrochemical and water industries in Europe.

Earnings per share advanced to 4.2p (3.9p) and an unchanged final dividend of 2.35p is recommended for a maintained total of 3.4p.

Mr Allen Standley, group managing director, said he was relatively cautious about 1993, noting there was a reluctance in the present economic climate in Europe for customers to make commitments to big capital investments such as traffic systems. He predicted

more than a quarter, while UK sales declined to £16m, against £16.2m.

Redundancy costs increased sharply from £132,000 to £891,000 as the group lost more than 100 employees.

It made an exceptional provision of £395,000 against the cost of transferring plant from Warrington to Sheffield, which was partly offset by £134,000 exceptional profits (losses £188,000) on disposal of property in Canada.

The board proposes to hold the final dividend at 2.45p maintaining the total for the year at 3.6p uncovered by earnings per share of 2.2p, compared with 6.9p last time.

United Uniform

climbs to £3.65m

Although 1992 proved to be a more difficult year than anticipated 12 months ago, United Uniform Services, maker of fitted uniforms and corporate clothing, raised pre-tax profits by 7 per cent from £3.4m to £3.65m in 1992.

Turnover rose 6 per cent to £57.1m. Earnings per share were 10.9p (10.1p) and the dividend total is maintained at 3p with an unchanged final of 2p.

The company is to change its name to that of its principal subsidiary, Horace Small Apparel.

Metalrax maintains

growth with £7.3m

Metalrax Group, the specialist engineers, continued its growth in the year to December 31 with pre-tax profits ahead from £7.21m to £7.31m, on turnover 4.6 per cent lower at £50m.

With a higher tax charge of

declined with sales of £34.8m (£49.8m) and operating profit of £2.12m (£3.54m). Peak said this was due to weak performance of Peak Measurement, which produces measuring equipment for the petrochemical and water industries in Europe.

Earnings per share advanced to 4.2p (3.9p) and an unchanged final dividend of 2.35p is recommended for a maintained total of 3.4p.

Mr Allen Standley, group managing director, said he was relatively cautious about 1993, noting there was a reluctance in the present economic climate in Europe for customers to make commitments to big capital investments such as traffic systems. He predicted

more than a quarter, while UK sales declined to £16m, against £16.2m.

Redundancy costs increased sharply from £132,000 to £891,000 as the group lost more than 100 employees.

It made an exceptional provision of £395,000 against the cost of transferring plant from Warrington to Sheffield, which was partly offset by £134,000 exceptional profits (losses £188,000) on disposal of property in Canada.

The board proposes to hold the final dividend at 2.45p maintaining the total for the year at 3.6p uncovered by earnings per share of 2.2p, compared with 6.9p last time.

United Uniform

HSBC Holdings plc 1992 Results Performance continued to improve

FINANCIAL RESULTS			
For the year	1991	1992	%
	£m	£m	+
Group profit before tax	880	1,710	94
Profit attributable to shareholders	586	1,221	108
Per share	Pence	Pence	
Earnings	36.06	62.07	72
Dividends	12.71	19.00	49

Beds increase from 2,625 to 4,335 with a further 1,170 on the way Takare rises 56% to £12m

By Maggie Urry

TAKARE, the nursing homes group, raised profits by 56 per cent in 1992 to £11.8m, against £7.6m. Sales rose 62 per cent, from £29.7m to £48m.

Operating profits rose 61 per cent to £10.9m (£6.77m), and interest received was £241,000 (£233,000) after capitalising £4.2m (£3.1m) of interest payments.

Earnings per share growth was slower, at 30 per cent to 12.1p (10.1p), because of the full year impact of the share issue in September 1991. A final dividend of 1.2p (0.8p) is proposed for a total of 1.3p.

Mr Keith Bradshaw, chairman, said the reforms to state funding of care for the elderly chronically ill, which take effect from April 1, were now clearer. Funding of £254m for 1993-94 was adequate, he said, with a majority committed to

the independent sector. The principle of patient's choice of home had been enshrined in the reforms.

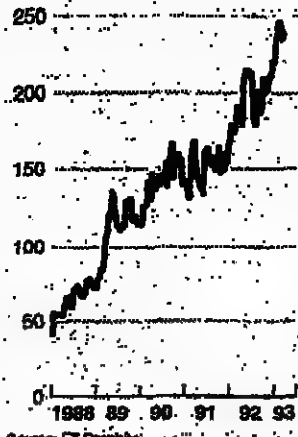
Takare has been in talks with all the social security departments in areas where it has homes and expected to agree prices and admissions policies with them all before April 1, Mr Bradshaw said. It had also signed long term contracts with three health authorities since details of the new system were announced last autumn.

During 1992 Takare increased its beds from 2,625 to 4,335 and has since opened another 450 with 720 under construction due to be completed by April 1. Gearing rose from 10 to 41 per cent.

Mr Bradshaw said that although Takare could fund development costs of £75m over 1993 and 1994 from existing resources, that would take

Takare

Share price (pence)



gearing to an unacceptable level. At the time of the last share issue Takare promised not to raise more equity for

two years. He said the group was looking at fixing interest rates on its debt.

COMMENT

Takare's impressive growth continues, and there is no reason to doubt that it can take advantage of the opportunities its market offers. The community care reforms may cause some short term confusion, but should strengthen its hand. The only question is of funding the expansion, though even this should become less of a problem as the base gets larger. Taking capitalised interest into account, interest cover is slim, and there is every chance of a rights issue once the moratorium runs out in September. Even so, Takare has produced good earnings growth even with share issues, reflected in a prospective p/e of up to 17 on forecasts of about £14m pre-tax.

Ransomes in the black with £900,000

By Catherine Milton

BETTER GRASS growing conditions helped Ransomes, the grass cutting machinery maker, return to profitability in 1992.

The group, however, remained highly geared. Pre-tax profits amounted to £900,000 and replaced losses of £4.5m on turnover 6.7 per cent higher at £156.6m (£146.7m).

Aggregate turnover at the America and commercial divisions rose to £112.7m (£110.7m) and gave an aggregate operating profit ahead 64 per cent, from £4.2m to £6.9m.

The consumer division increased turnover by 23 per cent to £43.9m (£36m) giving an operating profit of £2.7m (£800,000).

Tax more than doubled from £600,000 to £1.3m - an effective charge of 48 per cent of profits before the exceptional item - largely arising out of unrelieved overseas losses.

The charge includes a £200,000 write back of advances corporation tax.

Currency movements contributed to a rise in gearing from 175 per cent to about 250 per cent.

The debts arise mainly from the 1989 takeover of Cushman in the US and other acquisitions. Losses per share worked through at 9p, down from 17.3p last time.

A £1.8m (£1.5m) exceptional charge was provided for the write down of assets on the transfer of the Browner operation from Canada to the US.

One analyst said: "The company will not be able to trade out of its current difficulties." Ransomes pointed out, however, that its principal bankers and institutional lenders continued to be supportive.

Claremont Garments advances to £8.47m

By Jane Fuller

CLAREMONT Garments (Holdings), which last summer expanded its business with Marks and Spencer through the purchase of J&J Fashions, increased pre-tax profit by 35 per cent, from £6.28m to £8.47m, over the 12 months to December 31.

The share price gained 5p to close at a new high of 345p. It has climbed from 154p in July 1991, the month that Claremont emerged from Alexon, the retailer.

J&J and Alexander Milnes, a much smaller buy, added £27m to turnover, which increased 60 per cent to £21.5m (£50.9m) - of which about 55 per cent goes to M&S. The acquisitions were included for five to six months. Claremont has about 10 per cent of the M&S ladies wear market, according to Mr Peter Wiegand, chairman.

A 2-for-5 rights issue raised £22.1m towards total spending of about £29 on acquisitions.

The extra equity limited the advance in earnings per share to 19 per cent at 16.4p (13.8p).

Mr Wiegand said three of

J&J's factories had been closed and some of its work transferred to Claremont factories. About 400 jobs had been shed.

Much of J&J's senior management had gone, he said. The group also parted company with Mrs Jennifer Rosenberg, one of the founders, in an out-of-court settlement involving the payment to her of roughly £100,000.

Mr David McGarvey, managing director, said the manufacturing side of J&J had been neglected. It had been a turnover and design-led company rather than "exploiting the profitability that comes from volume".

J&J's pre-acquisition operating margins had been about 4 per cent compared with 13-plus at Claremont. It was hoped to get the combined group average up from about 8.5 to 10 per cent this year.

Net debt rose by £1m to £3m. On expanded shareholders' funds gearing stayed at about 15 per cent - lower than expected at the time of the acquisition.

A proposed final dividend of 3.95p makes a total of 7.25p (6.5p).

COMMENT

Claremont has benefited both from the resilience of M&S and from its own management rigour in wringing impressive margins from that business. The tantalising prospect of similar discipline being imposed on J&J has helped drive the share price forward. The only surprise in yesterday's results was the pleasant one of cashflow being much stronger than expected. Most of the acquisition debt plus £1.9m of reorganisation costs were rapidly cancelled out. For the future, apart from J&J, the main scope for organic growth seems to lie in exports to the continent. The corporate wear business has promise but is small and the M&S cocoon becomes a bit of a straitjacket when the group considers selling to other retailers. A more serious prospect for medium-term growth is that Claremont becomes a bit of a straitjacket when the group considers selling to other retailers. A more serious prospect for medium-term growth is that Claremont becomes a bit of a straitjacket when the group considers selling to other retailers. A more serious prospect for medium-term growth is that Claremont becomes a bit of a straitjacket when the group considers selling to other retailers.

Tough US trading leaves JIB at £18.2m

By Richard Lapper

TOUGH trading conditions in the United States insurance market and international reinsurance markets depressed pre-tax profits at JIB Group, the insurance broker, to £18.2m in 1992, compared with £30.1m.

Lower interest rates also affected the result to leave earnings per share down 36 per cent, from 13.5p to 10.1p.

A final dividend of 5p is proposed, making a total for the year of 7.5p. Last year there was a single final of 5p.

"In difficult markets and difficult times we have not done too badly," said Mr Nick Cosh, finance director of the company, which is a subsidiary of Jardine Matheson Holdings.

Turnover increased to £176.9m (£168.9m). There was a lower contribution from the US of £79.5m (£80.6m), offset by increases in the UK and Ireland to £71.7m (£68.8m) and Asia Pacific to £24.8m (£21.5m).

Administrative expenses rose to £176.3m (£166.5m), partly because of a number of one-off costs.

The closure of the Philadelphia and New York offices cost £1.5m.

Although the dollar strengthened towards the end of the year, foreign exchange losses earlier in 1992 cost another £1m.

Income from associated undertakings rose to £3.26m (£416,000), and interest payable fell to £3m (£4.5m).

The Telegraph recommends purchase of Southam stake

By Maggie Urry

THE TELEGRAPH, the newspaper group 66 per cent owned by Mr Conrad Black's Hollinger Group, has written to shareholders giving details of the proposed £72.3m purchase of a stake in Southam, the heavily-indebted and loss-making Canadian newspaper group, from Hollinger.

The deal is subject to approval of shareholders other than Hollinger, a Canadian holding company, at a special meeting on March 30. The shares fell 5p to 330p.

The Telegraph's independent directors, advised by NM Rothschild, the merchant bank which handled The Telegraph's flotation last summer, are recommending the deal. Share-

holders with 8.3 per cent of the group's equity, more than a quarter of the non-Hollinger shares, have agreed to vote in favour.

In the circular shareholders were told that the deal would dilute earnings in the short term, although not significantly, and that The Telegraph would not receive dividends from its investment "until towards the end of 1994". It expects to equity account the stake, which will be held through a joint company owned 50:50 with Hollinger.

The independent directors said that the investment in Southam represented "a unique opportunity". Mr Joe Cooke, managing director of The Telegraph, said it would be able to influence Southam

through three directors nominated by Hollinger and The Telegraph.

He said Southam would benefit from recovery in the Canadian economy, from improving its marketing and cutting over-manning - with advice from The Telegraph - and could sell its non-newspaper divisions.

Hollinger agreed to buy the 22.5 per cent stake in Southam on November 8 last year at a cost of C\$258.6m (£145.2m), or C\$18.10 per share, a 15 per cent premium to the then market price. The deal was completed on January 8. The Telegraph will buy half that stake paying the same price as Hollinger did, although the Southam share price has since fallen to C\$15.50.

Anglia sets up joint ventures with HBO

By Gary Mead, Marketing Correspondent

ANGLIA TELEVISION has entered into three joint ventures with Home Box Office, a division of Time Warner, to produce and distribute television programmes and films internationally.

Under the terms of the deal, Anglia and HBO will jointly form Citadel Entertainment, which will undertake the business of Citadel Pictures, currently a division of HBO. Anglia will pay \$3.5m (£2.46m) in two stages for its interest in the new venture.

At the same time Anglia will receive, also in two stages, \$1.5m from HBO for a 50 per

cent interest in International Television Enterprises, currently a wholly-owned subsidiary of Anglia.

HBO will also acquire a 49 per cent voting interest in Anglia Television Entertainment, a new company which will undertake activities currently performed by Anglia's film and drama department. Anglia will receive about £250,000 from HBO, representing some 50 per cent of the value of Anglia's film and drama programmes currently in development.

The joint ventures are seen by industry analysts as mutually beneficial to Anglia and HBO, which serves more than 23m pay-cable television subscribers in the US.

IMI

ENGINEERING SOLUTIONS FOR WORLD INDUSTRY

"A financially strong position and an excellent management team have allowed IMI's basic strategy to remain in place throughout the recession. The actions we have taken are aimed at returning to profitable growth at existing price and volume levels. Strengthening of the world's major economies will enable us to achieve significantly more."

Gary Allen, Chief Executive

BUILDING PRODUCTS

FULL YEAR RESULTS 1992

	1992	1991
Sales	£1,006m	£968m
Profit before tax	£68m	£73m
Earnings per share	13.6p	15.0p
Dividend per share	10.0p	10.0p

- Building Products — increased profits
- Drinks Dispense — record profits
- Fluid Power — hit by world recession
- Special Engineering — good year for valves and components

FLUID POWER

DRINKS DISPENSE

SPECIAL ENGINEERING

IMI

IMI plc, PO Box 216, Birmingham B6 7BA. Telephone: 021 356 4848

CABLES • CIRCUIT PROTECTION

DELTA

	1992	1991
Turnover	785.9	774.0
Profit before tax	55.0	64.1
Earnings per share	23.0p	27.0p
Ordinary dividend	14.0p	14.0p

Copies of the Annual Report & Accounts for the year ended 2nd January 1993, from which the above is an extract, are available from 25th March from the Secretary, Delta plc, 1 Kingsway, London WC2B 6NF. Telephone 071-436 3535.

ENGINEERING • INDUSTRIAL SERVICES

COMPANY NEWS: UK

IMI suffers 7% fall to £68m

By Paul Cheeseright,
Midlands Correspondent

IMI, the international engineering group, held the decline in its profits before tax for the 1992 year to 7 per cent. The pre-tax profit of £58m compared with £73.2m last year. Earnings were 13.6p (15p) and the total dividend is maintained for the third year running at 10p via a final of 5.8p.

The stock market viewed the figures benignly enough to push the shares up 11p to 270p, checking the decline of last week when the shares dipped some 6 per cent.

Turnover advanced from £968m to £1.01bn, producing operating profits down on margin pressure to £75.6m (£78.1m). Interest payments increased from £5.8m to £8.4m,

reflecting both an increase in gearing over the year to 26 per cent (22 per cent) and, more significantly, foreign exchange variations towards the end of the year.

The group is now nearing the end of recession-induced rationalisation. "Major job losses: we think that is now behind us in 1992," said Mr Gary Allen, chief executive, noting that the net loss of jobs during 1992 was 1,100, taking the total payroll at the end of the year to 17,500.

"The high level of capital spending we have undertaken in recent years puts us in a good position to recover quickly in any general upturn in activity," said Sir Eric Pountain, chairman.

In the last financial year, IMI spent £54m on fixed capital

investments and £20m on acquisitions. Over the three years of recession its capital expenditure - £160m - has been running at 1.5 times the rate of depreciation and its acquisition spending has reached £120m.

Of the main operating divisions, drinks dispense and fluid power were the strongest, underpinning operating profits. Earnings were lower in the fluid power and special engineering divisions, the last containing the troublesome titanium operations which continued to lose money.

COMMENT
Given a flat UK economy, divesting IMI's immediate future is the art of balancing the brightening US economic prospect against the darkening

continental European market. The group has helped itself to the extent that it has now, after heavy investment, sorted out its copper tube operations and is gaining market share. Titanium should stop losing money this year as the market firms, but fluid power remains a worry in Europe and the best year for selling building products in Germany has passed. Small wonder it is looking for expansion in the Far East. Still, drinks dispense looks strong and recent capital investment will flow through to the bottom line this year making 1993 pre-tax profits of £75m look feasible. That would produce earnings per share of 15.5p, giving the shares a prospective p/e of 17.4, high enough until the European clouds lighten.

Amersham expands in the US via \$69m buy

By Clive Cookson,
Science Editor

AMERSHAM International, the UK health science group, is to acquire United States Biochemical, a privately-owned supplier of reagents to the biotechnology and pharmaceutical industries, for up to \$69m (£48m) in shares and cash.

Amersham will pay \$52m immediately to the group of investors headed by Mr Thomas Mann who are selling USB. Further payments up to \$17m will follow over the next three years, depending on sales of USB products.

USB - founded 20 years ago in Cleveland - is known particularly for making enzymes that genetic researchers use to determine DNA sequences. It is expected to make pre-tax profits of \$3.6m in the year to April 30, on sales of \$36m.

"This represents a strategic step forward for our life sciences business," said Mr Bill Castelli, Amersham chief executive. "Joining with USB will give us a leading position in both radioactive and non-radioactive sequencing and will provide critical mass in the vital American marketplace."

In 1990 Amersham bought the US-based Medi-Physics business for \$46m and sold its clinical reagents business to Kodak for \$24m.

Acquisitions help boost BPP to £7m

By Andrew Bolger

A DROP in spending on language training by large international companies restricted growth in 1992 at BPP Holdings, the education and training group.

However, pre-tax profits still increased from £5.39m to £7.08m thanks to a full-year contribution from acquisitions during 1991. Sales rose from £45.4m to £46.7m.

Lingamara, the language training subsidiary, encountered increasingly difficult trading conditions. An exceptional charge of £80,000 covered redundancies and the closure of language schools in Japan and France.

Mr Richard Price, chairman, said this reorganisation would result in a more competitive business comprising 34 schools in 10 countries, although trading was likely to remain difficult in Japan and continental Europe.

Operating profits from language training were £357,000 (£1.6m) on turnover of £17.4m (£16.3m). A breakdown of profit and turnover showed publishing at £3.2m (£1.9m) on £14.3m (£13.5m), professional training at £2.4m (£1.8m) on £12.6m (£10.1m) and academic education at £396,000 (£484,000) on £4.3m (£4.2m).

Net cash at the year-end was £10.2m (£6.7m). In spite of considering a number of candidates, BPP made no acquisitions in 1992.

Earnings per share fell from 17.3p to 16p, thanks mainly to an increased tax charge of £2.67m (£2.09m). The group said that given the cash-generative quality of the business, it had decided to increase the final dividend to 5.3p, giving a total for the year of 5p (5.9p).

Price rises in pipeline as Rugby edges up to £57.6m

By Andrew Taylor,
Construction Correspondent

BUILDING MATERIAL price increases are starting to be forced through by producers according to Rugby Group, which supplies cement, joinery, steel and glass to the UK, European and US construction industries.

Rugby's share price rose by 6 per cent yesterday, from 222p to 236p, after pre-tax profits edged ahead from £57.3m to £57.6m over 1992 despite deep recession in the UK construction industry.

Mr Peter Carr, managing director, said that there were clear indications that material producers believed the time was right to try to recover lost margins by pushing up prices.

Increases announced at the beginning of this year of up to 13 per cent by British Steel and 8 per cent by Pilkington, the UK glass manufacturer, so far had held firm, he said.

"The closure of large manufacturing capacity means that supply and demand is coming back into line. With the prospect of revival in the housing market there appears to be a concerted attempt among manufacturers to make price rises stick."

Foreign manufacturers suffering from sterling's devaluation were in no position to undercut price moves by British companies. In the case of glass, continental European manufacturers had followed Pilkington's lead and raised their own prices by a similar amount according to Mr Carr.

Rugby Group

Share price (pence)



Source: FT Graphix

He said that steel, glass, plasterboard, timber and other product price rises could increase UK building material bills by up to 6 per cent this year. This could be damaging for contractors and sub-contractors which had taken on fixed-price construction contracts at little or no profit margin.

Rugby, Britain's third largest cement manufacturer with about 20 per cent of the market, needs to buy steel, glass and timber for its constructional steel, steel reinforcement and joinery businesses. Cement prices, unlike those for other building materials, have seen small rises during recession but have not been increased this year.

A 15 per cent fall in UK trading profits to £29.4m (£34.8m)

was offset by a 41 per cent increase in overseas profits from £16.6m to £23.4m. International profits were helped by the devaluation of sterling.

A 7 per cent increase in Australian dollar profits, for example, became a 20 per cent gain in sterling at year-end exchange rates.

UK cement profits fell 12 per cent to £16.8m following a 5 per fall in volume sales. Rugby said that it expected sales to decline by a similar amount in the current year.

Interest received rose from £4.43m to £4.82m and helped maintain earnings per share at 13.1p. An unchanged final dividend of 3.6p holds the total for the year at 6.45p.

COMMENT
Currency translations had a mixed effect on Rugby's results, enhancing the sterling profits of overseas operations but depressing by 17m the value of cash reserves which during the year fell from £24m to £12m. Devaluation will reduce the amount of interest receivable in the current year offsetting further trading improvements in Australia and the US. As a result profits seem likely to show little change. Rugby is a well managed group, with a strong balance sheet and adequate dividend cover, which has shown itself capable of funding necessary capital expenditure out of cashflow. A prospective p/e of 18 on maintained earnings, however, suggests that these virtues have been recognised in the share price.

Delta hit by US cable problems

By Jane Fuller

WITHDRAWAL from an Australian business and continuing problems in US cables further undermined profitability at Delta, the electrical engineering group, last year.

Pre-tax profit for 1992 fell 14 per cent to £55m (£64m) on turnover of £785.9m (£774m). This followed about £3m of rationalisation costs at Surprenant, a US cables company badly affected by defence cuts, and a dent in profits of more than 28m in Australia.

Mr Robert Easton, chief executive, said disposals and closures in Australia accounted for 30 per cent of the £8.2m profit fall in the industrial services division, which made £13.8m pre-interest on £160.1m (£191m) sales.

Losses in North America

were the main factor behind a 33 per cent decline in profits in the cables division to £8.6m (£13.1m) on £263.8m (£279.4m) sales. The impact of severe competition in the UK was offset by exports.

The biggest profit earner was the engineering division, including plumbing products and control equipment. It rose to a record £22.2m (£21.3m) on £320.1m (£295.1m) turnover, thanks to continuing growth in continental Europe. However, continental demand slowed in the second half.

In circuit protection, profit recovered to £17.1m (£13.6m) on £132.7m (£110.6m) sales. New products, particularly a circuit breaker for industrial use, had improved market share.

The results included a £1.8m profit on a business disposal and a £2.7m currency

gain on an investment related to an aborted US acquisition. Mr Easton said Delta backed out of the purchase, worth about \$300m (£140m), because of a last-minute problem arising from the due diligence exercise.

It would have been debt financed, taking gearing to between 60 per cent and 80 per cent, as the group retains its aversion to equity issues.

Year-end gearing rose from 13 per cent to 18 per cent, on net assets of £322.2m. The main purchase was the outstanding 36 per cent stake in Delta Crompton Cable for £37m from BTR.

Earnings per share slipped from 27p to 23p. The proposed final dividend is held at 9.8p to give an unchanged total of 14p.

COMMENT

Delta faces another year of swings and roundabouts as recession in continental markets is expected to halt the record run in engineering and offset any gains from recovery in the UK and US. The pound's devaluation should help exports from the UK as well as providing gains in translation this year. Restructuring costs should also be lower this year. The balance sheet is comfortable and an acquisition would certainly live up to views on the company, which has come to be seen as solid and unexciting. A pre-tax profit forecast of £27m gives a prospective p/e of nearly 18 times after yesterday's 9p rise in the share price to 44.4p. This looks about right, bearing in mind the continental impediment to a proper recovery in group profits.

Wiltshire cuts loss to £979,000

Wiltshire Brewery, the USM-traded brewer and distributor in which the US Group of India late last year gained management control, yesterday reported a reduced annual deficit.

On turnover at £24.7m for the 12 months to November 30 (£23.6m for 14 months), losses before tax were £979,000 (£1.39m), struck after exceptional charges of £297,000 (£240,000). Losses per share were 8.58p (15.93p).

At the operating level, however, the company returned to the black with profits of £38,000 (losses of £207,000).

The figures did not reflect December's £6.8m refinancing and purchase of 37 pubs. Mr Vijay Mallia, chairman, said that gearing had dropped from 354 per cent to 102 per cent on a pro-forma basis.

Mr Mallia attributed the improvement at the operating level to the conversion of lease-making houses into tenancies, thereby reducing overheads and generating rental income. Some 83 per cent of the estate is now tenanted. However, the company still has a bad debt problem.

The company plans to change its name to United Breweries.

Watmoughs rises 51% to £12m and wins magazine contract

By Paul Taylor

WATMOUGHS (Holdings), the Bradford-based printer, yesterday announced a 51 per cent increase in 1992 full year profits and said it detected a "slight improvement" in the UK newspaper colour supplement and magazine markets.

At the same time Mr Patrick Walker, chief executive, revealed that the group had won the contract to print the News of the World's Sunday colour supplement, Britain's biggest circulation magazine with a weekly print run of 5.2m copies.

Mr Walker said News International had signed a letter of intent for the group to begin printing the supplement in April next year, when the present contract with a German printer expires.

Watmoughs has yet to decide on whether to buy a new press to service the contract.

Pre-tax profits for 1992 increased to £12.3m (£8.1m) on turnover which rose to £118.9m (£107.4m) despite difficult trading conditions, industry excess capacity and pressure on margins.

After adjusting for the £22.3m rights issue early last year, earnings increased to 26p (20.8p). A recommended final dividend of 8.5p makes an 11.5p (10.5p) total.

The profit improvement reflected the recovery from a temporary downturn experienced in the 1991 second quarter, coupled with lower interest charges of £456,000 (£2.54m) following the receipt of the proceeds of the rights issue and lower interest rates.

Mr Walker said the group had managed to increase its share of the market for high quality long run colour supplements, magazines, mail order catalogues and retail brochures.

Export sales from the UK continued to grow reaching £5.96m (£3.7m) last year. Supported by its strong cash flow the group has been investing heavily in new technology and expanding its presence in continental Europe.

Capital expenditure last year totalled £55.3m including a substantial investment on new presses in the UK and £31.6m on the group's new gravure plant in Madrid which begins

printing next month. The group ended the year with net borrowings of £36m and gearing of 29 per cent (30 per cent).

COMMENT

Watmoughs has been investing heavily in its future. In the three years to December 1993 it will have spent £86m on capital investment in the UK and 246m in Spain and Hungary. The Madrid plant will begin with three titles, the group's recently acquired Hungarian subsidiary, Revals already contributing profits and, helped by a weak pound, the group is winning business back from the Continent. Meanwhile in the UK it has won new orders for substantial retail catalogues and says it detects a upturn in the newspaper supplement and magazine markets. But even without a recovery profits should grow to about £14.2m this year producing earnings of some 30p per share. The stock has been climbing since last summer and, after gaining another 15p to reach a new high of 620p yesterday, is trading on a lofty prospective p/e of 20.7.

Aminex/Tuskar

Aminex has increased its offer for Tuskar Resources to 3 new shares for every 11 Tuskar. This represents an increase of 50 per cent on the original bid, made on February 15.

CNT

Caisse Nationale des Télécommunications
FF 2,000,000,000
Floating Rate Bonds due 1997

Notice is hereby given that for the Interest Period 15th March, 1993 to 15th June, 1993 the Bonds will carry a Rate of Interest of 11.4453 per cent per annum with a Coupon amount of FF 234.80 per FF 100,000 Bond and FF 2,348.05 per FF 100,000 Bond. The relevant Interest Payment Date will be 15th June, 1993.

Bankers Trust Company, London Agent Bank

Appointments Advertising

appears every
Wednesday &
Thursday
Friday
(International edition only)

CANON INC

Advice has been received from Tokyo that the 92nd Ordinary General Meeting of Shareholders of the Company will be held at the Head Office of the Company, 30-2 Shimo-Ogino 3-Chome, Chiyoda-Ku, Tokyo 100, on Tuesday, 30th March 1993.

Matters to be Reported
Report on the business report, balance sheet and statement of income and related earnings for the 92nd business year from January 1st, 1992 to December 31st, 1992.

Matters to be Resolved
Approval of the profit appropriation plan for the 92nd business year.
Item 2
Election of twenty seven Directors.
Item 3
Election of three Statutory Auditors.
Item 4
Granting of retirement allowance to Directors and Statutory Auditor to be retired.

Holders of Depositary Receipts of Canon (CDRs) and BCRs wishing to exercise their voting rights in respect of the Shares represented by the Receipts held by them are requested to attend the meeting in accordance with Clause 6 of the Conditions. They must lodge their Receipts with Hill Samuel Bank Limited by 3p.m. 19th March 1993, while lodgement forms and voteable Voting Rights may only be exercised in respect of Depositary Receipts representing Ordinary Shares on the register as at 31st December 1992.

Copies of the full text of the Notice convening the meeting are available if requested.

Hill Samuel Bank Limited,
45 Beesh Street,
London EC2P 2LX.

SGS

SGS Société Générale de Surveillance Holding SA
8, rue des Alpes CH-1211 Geneva 1

Offer of exchange of Bons de Jouissance category A for bearer shares. 1993 Annual General Meeting

Holders of Bons de Jouissance are reminded that the offer of exchange of Bons de Jouissance category A for bearer shares proposed at the Annual General Meeting held on May 14, 1992 expires on

Friday, May 28, 1993

Pursuant to the terms of the offer (the conditions of which were published on May 15, 1992 and which may be obtained from the Company or from the following banks: Union Bank of Switzerland, Pictet et Cie, Bordinet et Cie, Bank Julius Baer and Co Ltd, A, without par value and with coupon Nos 14 and above attached, may be exchanged, free of charge, for 5 bearer shares of SF 100 par value having a right to dividend for the 1992 financial year and thereafter.

Wednesday, June 9, 1993

at the Hotel Noga-Hilton, quai du Mont-Blanc 19, Geneva.

In accordance with the provisions of article 11, paragraph 3, of the Articles of Incorporation, shareholders representing shares with an aggregate par value of no less than one million Swiss francs may request the inclusion of an item on the agenda provided such request is made in writing to the Company prior to Friday, April 30, 1993.

Geneva, March 10, 1993

SGS Société Générale de Surveillance Holding SA
On behalf of the Board of Directors
The Chairman:
Elisabeth SALINA AMORINI

WOOLWICH
— BUILDING SOCIETY —

£250,000,000
Floating Rate Notes due 1994

In accordance with the provisions of the Notes, notice is hereby given that the Rate of Interest for the three month period ending 11th June, 1993 has been fixed at 5.99219% per annum. The interest accruing for such three month period will be £151.04 per £10,000 Bearer Note, and £1,510.36 per £100,000 Bearer Note, on 11th June, 1993 against presentation of Coupon No. 13.

Union Bank of Switzerland
London Branch
Agent Bank

11th March, 1993

LATIN AMERICAN FINANCE AND INVESTMENT SURVEY

On the 29th March 1993 the Financial Times will once again publish an up-dated survey that will take an in-depth look at finance and investment across a region that continues to excite interest amongst international investors.

The survey is timed to coincide with the opening of the Inter-American Development Bank meeting in Hamburg at which copies will be distributed to delegates.

To advertise within this survey contact
Paul Maravaglia
Tel: 071-873 3442
Fax: 071-873 3595
or your usual FT representative

FT SURVEYS

Aminex / Tuskar

Prices for electricity determined for the purposes of the electricity pooling and the settlement of the electricity market in England and Wales
 Forward Prices for Pool Prices for Trading Periods 00:00 to 00:05

100 hour	100 hour	100 hour	100 hour	100 hour	100 hour
price	price	price	price	price	price
0000	16.72	18.22	18.22	18.22	18.22
0100	20.87	22.07	22.07	22.07	22.07
0200	24.01	25.21	25.21	25.21	25.21
0300	27.15	28.35	28.35	28.35	28.35
0400	30.29	31.49	31.49	31.49	31.49
0500	33.43	34.63	34.63	34.63	34.63
0600	36.57	37.77	37.77	37.77	37.77
0700	39.71	40.91	40.91	40.91	40.91
0800	42.85	44.05	44.05	44.05	44.05
0900	45.99	47.19	47.19	47.19	47.19
1000	49.13	50.33	50.33	50.33	50.33
1100	52.27	53.47	53.47	53.47	53.47
1200	55.41	56.61	56.61	56.61	56.61
1300	58.55	59.75	59.75	59.75	59.75
1400	61.69	62.89	62.89	62.89	62.89
1500	64.83	66.03	66.03	66.03	66.03
1600	67.97	69.17	69.17	69.17	69.17
1700	71.11	72.31	72.31	72.31	72.31
1800	74.25	75.45	75.45	75.45	75.45
1900	77.39	78.59	78.59	78.59	78.59
2000	80.53	81.73	81.73	81.73	81.73
2100	83.67	84.87	84.87	84.87	84.87
2200	86.81	88.01	88.01	88.01	88.01
2300	89.95	91.15	91.15	91.15	91.15
2400	93.09	94.29	94.29	94.29	94.29
2500	96.23	97.43	97.43	97.43	97.43
2600	99.37	100.57	100.57	100.57	100.57
2700	102.51	103.71	103.71	103.71	103.71
2800	105.65	106.85	106.85	106.85	106.85
2900	108.79	109.99	109.99	109.99	109.99
3000	111.93	113.13	113.13	113.13	113.13
3100	115.07	116.27	116.27	116.27	116.27
3200	118.21	119.41	119.41	119.41	119.41
3300	121.35	122.55	122.55	122.55	122.55
3400	124.49	125.69	125.69	125.69	125.69
3500	127.63	128.83	128.83	128.83	128.83
3600	130.77	131.97	131.97	131.97	131.97
3700	133.91	135.11	135.11	135.11	135.11
3800	137.05	138.25	138.25	138.25	138.25
3900	140.19	141.39	141.39	141.39	141.39
4000	143.33	144.53	144.53	144.53	144.53
4100	146.47	147.67	147.67	147.67	147.67
4200	149.61	150.81	150.81	150.81	150.81
4300	152.75	153.95	153.95	153.95	153.95
4400	155.89	157.09	157.09	157.09	157.09
4500	159.03	160.23	160.23	160.23	160.23
4600	162.17	163.37	163.37	163.37	163.37
4700	165.31	166.51	166.51	166.51	166.51
4800	168.45	169.65	169.65	169.65	169.65
4900	171.59	172.79	172.79	172.79	172.79
5000	174.73	175.93	175.93	175.93	175.93
5100	177.87	179.07	179.07	179.07	179.07
5200	181.01	182.21	182.21	182.21	182.21
5300	184.15	185.35	185.35	185.35	185.35
5400	187.29	188.49	188.49	188.49	188.49
5500	190.43	191.63	191.63	191.63	191.63
5600	193.57	194.77	194.77	194.77	194.77
5700	196.71	197.91	197.91	197.91	197.91
5800	199.85	201.05	201.05	201.05	201.05
5900	202.99	204.19	204.19	204.19	204.19
6000	206.13	207.33	207.33	207.33	207.33
6100	209.27	210.47	210.47	210.47	210.47
6200	212.41	213.61	213.61	213.61	213.61
6300	215.55	216.75	216.75	216.75	216.75
6400	218.69	219.89	219.89	219.89	219.89
6500	221.83	223.03	223.03	223.03	223.03
6600	224.97	226.17	226.17	226.17	226.17
6700	228.11	229.31	229.31	229.31	229.31
6800	231.25	232.45	232.45	232.45	232.45
6900	234.39	235.59	235.59	235.59	235.59
7000	237.53	238.73	238.73	238.73	238.73
7100	240.67	241.87	241.87	241.87	241.87
7200	243.81	245.01	245.01	245.01	245.01
7300	246.95	248.15	248.15	248.15	248.15
7400	250.09	251.29	251.29	251.29	251.29
7500	253.23	254.43	254.43	254.43	254.43
7600	256.37	257.57	257.57	257.57	257.57
7700	259.51	260.71	260.71	260.71	260.71
7800	262.65	263.85	263.85	263.85	263.85
7900	265.79	266.99	266.99	266.99	266.99
8000	268.93	270.13	270.13	270.13	270.13
8100	272.07	273.27	273.27	273.27	273.27
8200	275.21	276.41	276.41	276.41	276.41
8300	278.35	279.55	279.55	279.55	279.55
8400	281.49	282.69	282.69	282.69	282.69
8500	284.63	285.83	285.83	285.83	285.83
8600	287.77	288.97	288.97	288.97	288.97
8700	290.91	292.11	292.11	292.11	292.11
8800	294.05	295.25	295.25	295.25	295.25
8900	297.19	298.39	298.39	298.39	298.39
9000	300.33	301.53	301.53	301.53	301.53
9100	303.47	304.67	304.67	304.67	304.67
9200	306.61	307.81	307.81	307.81	307.81
9300	309.75	310.95	310.95	310.95	310.95
9400	312.89	314.09	314.09	314.09	314.09
9500	316.03	317.23	317.23	317.23	317.23
9600	319.17	320.37	320.37	320.37	320.37
9700	322.31	323.51	323.51	323.51	323.51
9800	325.45	326.65	326.65	326.65	326.65
9900	328.59	329.79	329.79	329.79	329.79
10000	331.73	332.93	332.93	332.93	332.93

Prices are determined for electricity pooling and the settlement of the electricity market in England and Wales for each twenty-four hour period. Prices are in pence per kilowatt-hour, rounded to two decimal places. To convert prices to pence per kilowatt-hour for the purposes of the Electricity Pooling and Settlement Agreement, the prices for the settlement of the electricity market in England and Wales for each twenty-four hour period should be multiplied by 100. The prices for the settlement of the electricity market in England and Wales for each twenty-four hour period should be multiplied by 100. The prices for the settlement of the electricity market in England and Wales for each twenty-four hour period should be multiplied by 100. The prices for the settlement of the electricity market in England and Wales for each twenty-four hour period should be multiplied by 100. The prices for the settlement of the electricity market in England and Wales for each twenty-four hour period should be multiplied by 100. The prices for the settlement of the electricity market in England and Wales for each twenty-four hour period should be multiplied by 100. The prices for the settlement of the electricity market in England and Wales for each twenty-four hour period should be multiplied by 100. The prices for the settlement of the electricity market in England and Wales for each twenty-four hour period should be multiplied by 100. The prices for the settlement of the electricity market in England and Wales for each twenty-four hour period should be multiplied by 100. The prices for the settlement of the electricity market in England and Wales for each twenty-four hour period should be multiplied by 100. The prices for the settlement of the electricity market in England and Wales for each twenty-four hour period should be multiplied by 100. The prices for the settlement of the electricity market in England and Wales for each twenty-four hour period should be multiplied by 100. The prices for the settlement of the electricity market in England and Wales for each twenty-four hour period should be multiplied by 100. The prices for the settlement of the electricity market in England and Wales for each twenty-four hour period should be multiplied by 100. The prices for the settlement of the electricity market in England and Wales for each twenty-four hour period should be multiplied by 100. The prices for the settlement of the electricity market in England and Wales for each twenty-four hour period should be multiplied by 100. The prices for the settlement of the electricity market in England and Wales for each twenty-four hour period should be multiplied by 100. The prices for the settlement of the electricity market in England and Wales for each twenty-four hour period should be multiplied by 100. The prices for the settlement of the electricity market in England and Wales for each twenty-four hour period should be multiplied by 100. The prices for the settlement of the electricity market in England and Wales for each twenty-four hour period should be multiplied by 100. The prices for the settlement of the electricity market in England and Wales for each twenty-four hour period should be multiplied by 100. The prices for the settlement of the electricity market in England and Wales for each twenty-four hour period should be multiplied by 100. The prices for the settlement of the electricity market in England and Wales for each twenty-four hour period should be multiplied by 100. The prices for the settlement of the electricity market in England and Wales for each twenty-four hour period should be multiplied by 100. The prices for the settlement of the electricity market in England and Wales for each twenty-four hour period should be multiplied by 100. The prices for the settlement of the electricity market in England and Wales for each twenty-four hour period should be multiplied by 100. The prices for the settlement of the electricity market in England and Wales for each twenty-four hour period should be multiplied by 100. The prices for the settlement of the electricity market in England and Wales for each twenty-four hour period should be multiplied by 100. The prices for the settlement of the electricity market in England and Wales for each twenty-four hour period should be multiplied by 100. The prices for the settlement of the electricity market in England and Wales for each twenty-four hour period should be multiplied by 100. The prices for the settlement of the electricity market in England and Wales for each twenty-four hour period should be multiplied by 100. The prices for the settlement of the electricity market in England and Wales for each twenty-four hour period should be multiplied by 100. The prices for the settlement of the electricity market in England and Wales for each twenty-four hour period should be multiplied by 100. The prices for the settlement of the electricity market in England and Wales for each twenty-four hour period should be multiplied by 100. The prices for the settlement of the electricity market in England and Wales for each twenty-four hour period should be multiplied by 100. The prices for the settlement of the electricity market in England and Wales for each twenty-four hour period should be multiplied by 100. The prices for the settlement of the electricity market in England and Wales for each twenty-four hour period should be multiplied by 100. The prices for the settlement of the electricity market in England and Wales for each twenty-four hour period should be multiplied by 100. The prices for the settlement of the electricity market in England and Wales for each twenty-four hour period should be multiplied by 100. The prices for the settlement of the electricity market in England and Wales for each twenty-four hour period should be multiplied by 100. The prices for the settlement of the electricity market in England and Wales for each twenty-four hour period should be multiplied by 100. The prices for the settlement of the electricity market in England and Wales for each twenty-four hour period should be multiplied by 100. The prices for the settlement of the electricity market in England and Wales for each twenty-four hour period should be multiplied by 100. The prices for the

CONTRACT ELECTRONICS MANUFACTURE

Tuesday March 16 1993

A rapidly rising proportion of electronic equipment is now manufactured on behalf of the big international suppliers by outside contractors. Paul Taylor probes the reasons for the emergence of this expanding force within one of the world's predominant industries

Farewell to sweat-shops

CONTRACT electronics manufacturing (CEM) has become the fastest growing sector of the European electronics industry and is on target to become a \$22bn global business by the mid-1990s.

In the UK a group of dedicated contract electronics manufacturers have successfully shaken off the second-rate "sweat-shop" image of sub-contract and assembly work in the 1960s by investing heavily in advanced production and test equipment, training and quality processes.

Today their big customers are blue chip multinationals such as IBM, Sony, Bosch, Motorola, AEG, and Matsushita which require fast response times, flexibility and first class quality, as well as cost-effective manufacturing. These companies are using contract manufacturers as part of their global strategies to maintain and improve international competitiveness.

From humble beginnings the UK industry has entered what Mr Bruce Armstrong, managing director of SCI Europe, describes as its third phase - strategic global partnerships between OEMs and contract manufacturers which can provide full turnkey services from design and printed circuit board layout, through to product distribution.

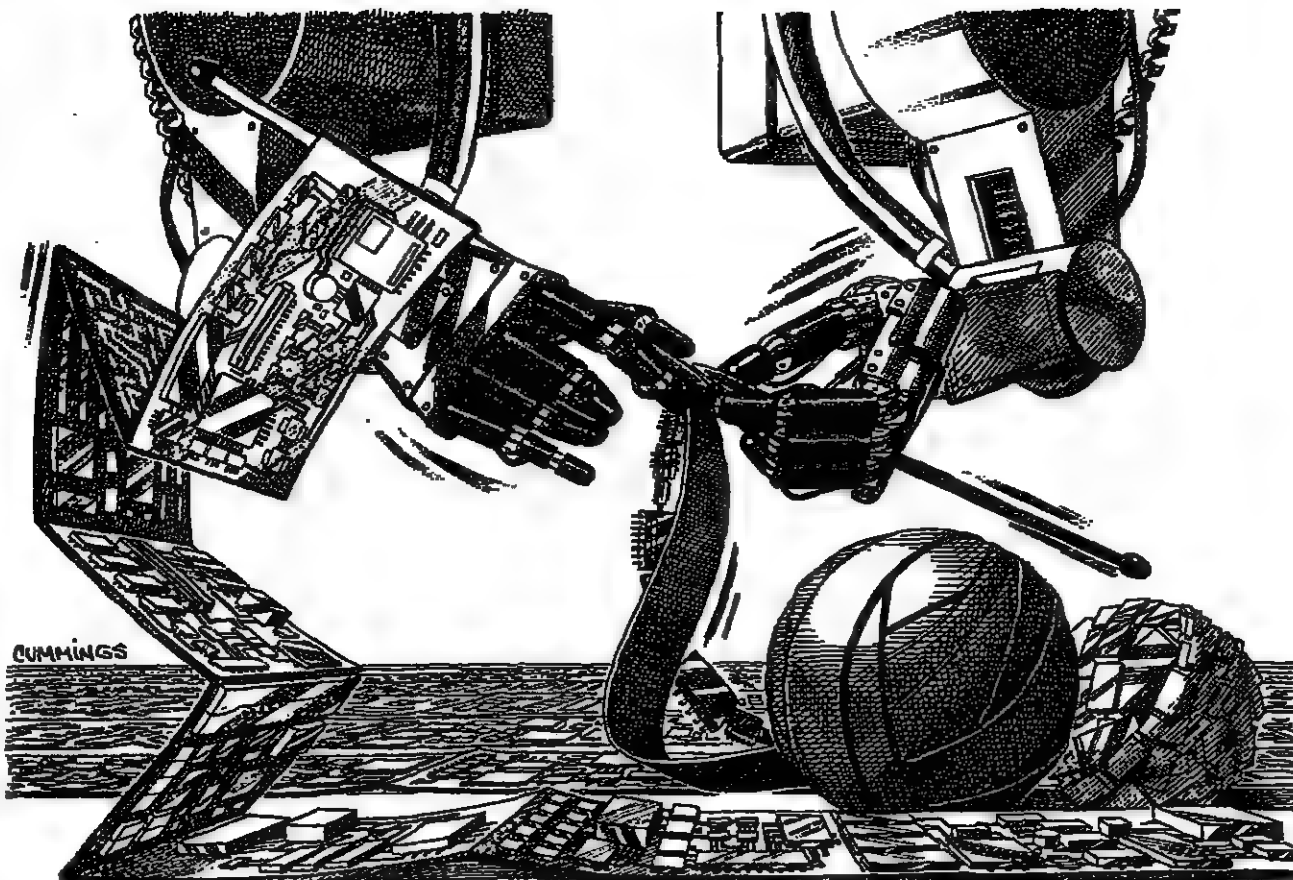
A handful of factors have fuelled the growth in CEM over the past decade. In partic-

ular, the pace of technological change has resulted in shortened product life cycles requiring increased manufacturing flexibility and worldwide manufacturing capability. In order to remain competitive in fast moving consumer-led markets companies have had to reduce the period it takes to bring new products to market.

At the same time electronic controls are replacing electro-mechanical devices in many consumer products such as cars and medical equipment whose manufacturers have little or no electronics manufacturing experience or capacity.

Meanwhile, the continuing push for smaller, more portable but more sophisticated products such as mobile phones and notebook computers requires greater silicon integration and results in more complex devices. These are best manufactured using advanced techniques for placing components on printed circuit boards such as surface mount technology which require expensive specialist machinery and expertise to design, assemble and test and which involve considerable "manufacturing risk" because of market volatility.

The trend towards CEM also mirrors the move towards buying in a wide range of service and other peripheral corporate functions, backed by the management theory that organisations should focus on their



"core competencies" and contract out every thing else - creating what some observers have called "the virtual corporation".

Recessionary pressures have forced some managements to reconsider the "make or buy" decision. But generally, although contract manufacturing can result in cost savings, most participants argue this should not be the primary motivation.

The arrival of the single European market has encouraged many Japanese and other original equipment manufacturers (OEMs) to set up locally in Europe. As MHM, a market research organisation based in Ayr, Scotland, noted in its latest study of the European CEM market, business from these companies "has fuelled spectacular expansion in at least one CEM house".

MHM describes the growth of the UK market in the 1980s as "spectacular". The turnover of

the six largest sub-contract companies in the UK, SCI, Race, Avex, AB, Philips, Welwyn and Timez, grew by an average 42 per cent per year between 1984 and 1990.

Growth has slowed considerably since then, in part reflecting the recession and the sharp price war in the computer and IT sector which accounts for a still large, but declining, proportion of the CEM industry order book - a trend which has been partly offset by increased demand from new customers in the automotive, telecommunications and industrial sectors.

According to the Association of Contract Electronics Manufacturers (Acem), part of the Electronic Components Industry Federation (ECIF), formed in 1980 to provide a voice for the emerging industry, the overall UK market was worth about £600m last year, and is growing at an underlying annual rate of 10-15 per cent.

Acem membership now totals 48 contractors representing 70-80 per cent of the UK CEM industry which, despite being capital intensive, employs around 10,000 people.

"Rapid growth over the last 10 years has resulted in a fragmented industry expanding on the back of a rapidly expanding electronics industry," said Mr Eric Luckwell, chairman of Datalink Services, a small Loughborough-based CEM, in a study of the UK market.

"The capability of these organisations ranges from the very high volume and complex technological process, such as surface mount technology and automatic component insertion, to the very low volume and simple labour intensive processes," he said.

Mr Derek Duffett, Acem director, groups the UK CEM market into four groups. ● Large companies dedicated to contract electronics include SCI and Avex, Scottish subsid-

aries of US groups, which are also multinationals in their own right and whose main business is high volume, low margin work for big OEMs.

Their particular strengths are their capacity, sophisticated automated manufacturing systems, substantial component purchasing power and worldwide facilities. "Our customers are global, so are we," says Carol Brannigan, Avex Electronic's European sales and marketing director and chairman of Acem's Promotions Committee.

"European customers and global companies operating in Europe are telling us they need total product life cycle management services not just PCB assembly and test," she says. In response big CEMs are building what she calls "a transparent or seamless partnership" linking CEM and customer using electronic data interchange (EDI), integrated MRP (Materials Requirement

Planning) systems, CAD/CAM design systems and electronic mail.

● Medium-sized dedicated CEMs are the second group. These generally maintain close links with OEM design houses working in specialist applications areas, such as the industrial and professional markets. Almost half of Acem's membership falls into this category with most companies employing between 100 and 500 people. They include Welwyn Systems, the contract electronics subsidiary of the TT Group which also acquired AB Contract Electronics last year, and Race Electronics.

● Small start-up companies, the third group, emphasise their flexibility and personalised service, particularly to entrepreneurial businesses which may want prototypes built and tested or require low to medium manufacturing volumes.

● The in-house contracting departments of original equipment manufacturers. These units have been created to fill spare capacity or diversify into new areas. Established players include Philips Circuit assemblies and Rank-Xerox Manufacturing Services. These companies often have access to specialised environmental and test equipment in design and failure analysis.

Recently they have been joined by other OEMs with excess capacity which, together with the arrival in Europe of new Far East competitors such as Flextronics, is causing concern in an industry which arguably already has excess capacity and thin margins.

"Presently the CEM industry can stand the additional capacity better than many other mature electronics sectors," said the MHM report, "but this situation will not continue indefinitely."

An industry shake-out and reorganisation is widely expected amid forecasts that the industry will become increasingly polarised between the high volume, low margin multinational CEMs, and the much smaller niche companies.

Mr Gordon Stewart, UK director of specialist management consultants Pittiglio

IN THIS SURVEY

□ Profiles: how Essex-based EDMS is achieving its corporate mission; Quantum, in South Wales, is an example of a successful management buy-out. PAGE 2

□ Outside sourcing: in the past decade, manufacturers have increasingly concentrated on their core activities and farmed out more work to subcontractors. In Japan, most electronics production is now carried out in this way. PAGE 3

□ Silicon Glen: James Buxton examines the considerable number of assembly plants established in Scotland by several of the world's leading electronics groups.

□ Profile: How SCI, of Huntsville, Alabama, a worldwide IT equipment supplier, grew out of the American space programme. PAGE 4

□ Changing technology: Paul Taylor explains the evolution of circuit board manufacturing methods and offers a glossary of some of the industry's most common terms. PAGE 5

Rabin Todd & McGrath, told an Acem conference in October that the dominant feature of the CEM industry in the 1990s will be the performance gap between an emerging super-league of multinational manufacturers and a horde of increasingly marginalised smaller competitors.

Because the UK market is maturing most of the large CEMs are adopting the twin strategies of trying to win back business which has gone offshore, particularly to the Far East, while also expanding overseas themselves.

Armed with internationally accepted quality assurance standards and total quality management programmes the UK's leading CEMs have been stressing the importance of looking at total costs - including loss of flexibility and transport delays - in their attempts to win back offshore business, and have been having some

□ Continued on page 8

CONTRACT ELECTRONICS MANUFACTURING

We know the business backwards.

Eight of the world's largest electronics companies already employ AVEX. They draw upon the strength of our international framework. Benefit from our unified business direction and common capital equipment investments. Take advantage of our internal information systems compatibility. Gain from

our external EDI links to customers and suppliers.

From prototyping to vendor sourcing, designing to development, there isn't an aspect of contract manufacturing and its related services that AVEX can't make more competitive for you.

With a seamless global business operating from

Europe, the United States, Canada and the Far East, AVEX have the technology, the experience and the centres of excellence to bring you the products and services you want, where you want, when you want.

Ultimately, we design our business to fit your needs - backwards, sideways and, most of all, forwards.

AVEX ELECTRONICS LTD • 1 SINGER ROAD, KELVIN ESTATE • EAST KILBRIDE G79 0TD • SCOTLAND
TELEPHONE (03552) 39177 • FAX (03552) 60604

AVEX Electronics
A J.M. Huber Group Company

CONTRACT ELECTRONICS MANUFACTURE 2

■ Profile: Electronics Design and Manufacturing Services

Targets are being achieved

A STATEMENT hangs on the reception wall of Electronics Design and Manufacturing Services' purpose-built headquarters at Maldon, Essex.

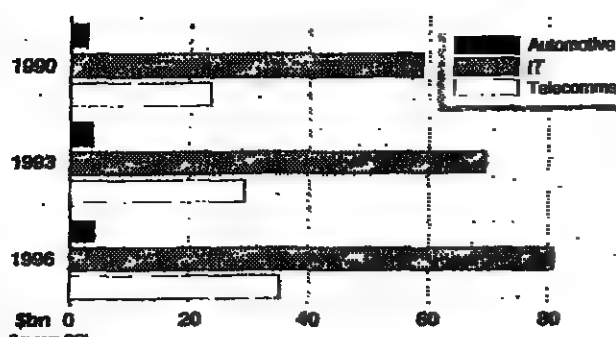
It says simply: "Our aim is to establish EDMS as a significant force in contract manufacturing, primarily focusing on the needs of multi-technology based companies. We will achieve this by providing a quality manufacturing facility, with a professionally minded, technically capable workforce, and by developing a Partnership in Production with all our customers and suppliers."

EDMS appears to be well on the way to achieving its primary objectives. The company was originally a department within Industrial Control Services, supplying circuit boards for the UK-based international electronic systems group which obtained a Stock Exchange listing last year.

But it became a separate, fully owned ICS subsidiary in 1986 and has since grown quickly, moving into its custom-built 30,000 sq ft factory in 1990. Today, according to Mr John Reid, EDMS's managing director, only 10-15 per cent of its business comes from the parent company.

Although EDMS made a small operating loss in the year to May 31 last year, it has moved back into profit since then. In the first half it made an operating profit and should be profitable at the pre-tax level in the current second half, says Mr Andrew Leeser, group financial director. Contract manufacturing is, it seems, recession proof in terms

Key market growth



Source: SCI

of volume, but not in terms of margins.

EDMS's volumes have doubled in two years from £5m to £10m-£12m this year, reflecting growing interest in contract electronics in its prime computing, industrial, telecommunications, medical and consumer electronics markets.

Its customer base includes companies such as Acorn (EDMS produces motherboards for Acorn's educational computers), Reuters, Unicom and British Telecom. It exports its products throughout the UK and Europe where it distributes directly to Reuters's customers.

EDMS is a principally a niche player producing "specialised products in (relatively) small volumes," says Mr Reid. The service spans the range from prototype and small batch fast-turn around projects to medium volume production.

In particular, EDMS has targeted consumer goods manufacturers who are replacing

electro-mechanical controls and incorporating sophisticated electronics into their products for the first time.

Since they lack the capital equipment or in-house electronics expertise, they represent a prime opportunity for innovative contract electronics manufacturers whose design engineers can work with them and produce electronic controls based on the latest surface mount technology (SMT).

Mr Reid sees "a big growth opportunity" for companies whose core business relies on using SMT. Companies moving from mechanical to electronic controls "are going straight to SMT", he says.

These days EDMS can provide customers with a cad/cam service to lay out cards using the latest surface mount technology. It also has a product engineer who spends one or two days a week with customers helping to design products to ensure that when it comes to manufacturing, "we have

taken out a lot of cost."

Mr Reid, who is due to become chairman of the Association of Contract Electronics Manufacturers at this month's Nepcon exhibition in Birmingham, calls this process "design for manufacturing" or "cost engineering".

EDMS is now working with three of its customers on new products from design to manufacturing using its fully computerised cad/cam system to support printed circuit board layout. One product is a spectrometer designed in conjunction with a customer which has transferred all its PCB business to EDMS.

EDMS is also working with a computer product design house manufacturing a product to its design for the European market in direct competition with Far East imports.

To reinforce the "partnership" between EDMS and its customers a programme eng-

An offshoot of ICS, it now takes only 10-15% of its business from its parent company

neer is appointed to each new customer and retains full responsibility for that contract including its commercial, financial, technical and administrative aspects.

The recent rapid growth in the business means that EDMS has already outgrown its headquarters building which houses the company's £500,000 investment in fully automated in-line surface mount capabil-

ity using Dynapert and Mydata equipment, together with comprehensive in-circuit, functional and temperature stress testing.

Unlike big companies which need high volumes to support their heavy capital investment, EDMS's contract volumes are much smaller, but nevertheless often involve highly complex mixed technology boards. So EDMS uses slower, more flexible surface mount machines capable of handling a wide range of components together with a highly skilled workforce which can undertake hand assembly where required.

A second 7,000 sq ft building which is being renovated will be used for EDMS's growing board upgrade and repair service and, at the end of last month, the company moved into a third Maldon manufacturing unit dedicated to building complete systems.

EDMS has spent £300,000 on the latest surface mount and test equipment for the 30,000 sq ft factory which will create jobs for 85 people in addition to the 150 already employed by the company. All three facilities are linked and controlled by a computer network which controls all procurement, manufacturing and finance.

EDMS chose its location carefully. In the early days of contract manufacturing most customers supplied all the components on a "consignment" basis. It was therefore important to site the manufacturing facilities close to the original equipment manufacturers (OEMs) to minimise transport costs.

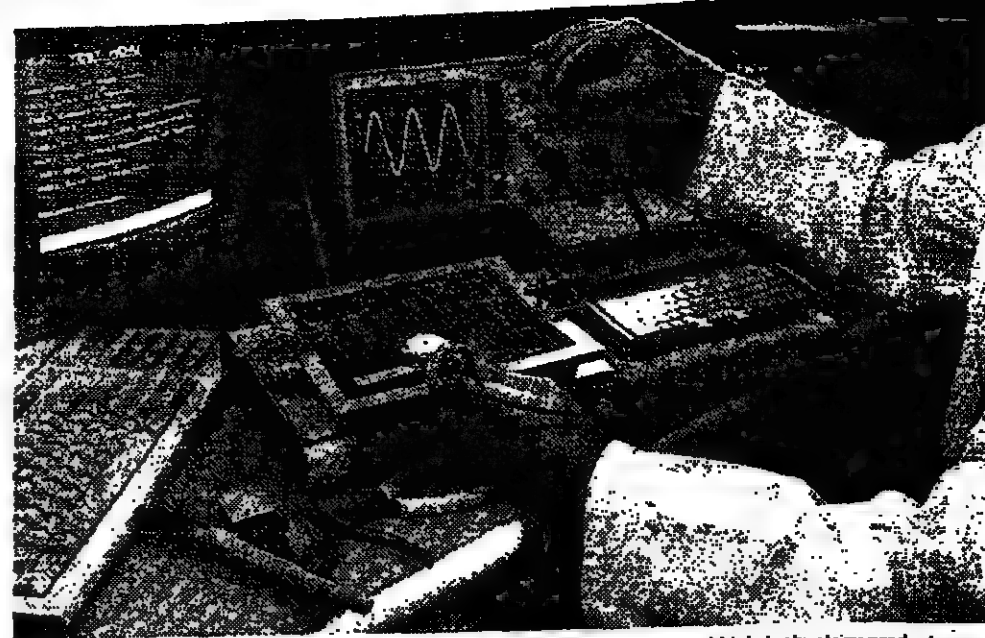
However, these days most customers rely upon the contract manufacturer to provide a full service including procurement. Physical location has become much less significant - particularly since most paperwork, and even design work, can be handled electronically using electronic data interchange (edi) systems.

Another distinctive feature of today's UK-based contract manufacturers is their commitment to quality standards. For example, all EDMS operations are governed by a company-wide quality management programme and all stages of administration, manufacture and testing are audited to internationally recognised quality standards.

EDMS is also working to maintain a high level of customer service. It has opened an office in Grangemouth, Scotland, to support its developing customer base in Scotland and Ireland. In addition, it has launched a sales drive to find business in new niche markets in continental Europe.

Mr Reid is very optimistic about the future. "Britain is the centre in Europe for contract manufacture," he says, and he is determined that EDMS will play a significant role in the development of European CEM.

Paul Taylor



Precision work at Quantum's plant in South Wales: emphasis on low volume and high-technology products

■ Profile: Quantum Electronics Manufacturing

Born with a silver spoon in its mouth

QUANTUM Electronics Manufacturing was born with an industrial silver spoon in its mouth.

Formed in January last year after a management buyout from Mital Telecom, it inherited a purpose-built electronics plant in South Wales, the latest manufacturing equipment and a skilled and dedicated workforce used to high quality customer-driven manufacturing techniques.

The buyout, backed with £1.2m investment from 31, the Welsh Development Agency, Mital and the Bank of Wales, was organised by a group of managers who had successfully reorganised Mital Telecom's operations in Portlough, South Wales, following its acquisition by BT.

The Mital reorganisation released space for the plant, considerable equipment and other resources. Initially in March 1990 the managers, led by Dr Terry Summers, the plant's materials director, won the backing of Mital to establish a sub-contract manufacturing operation using the plant's surplus resources.

The new manufacturing operation concentrated on low volume high technology contracts emphasising responsiveness to its customers. But the business required more capital investment and management time than Mital could spare, so the management buy-out was organised and approved at the start of last year.

Since then Quantum's workforce has grown from 39 to more than 80, turnover is running at an annual rate of £4m and, despite the recession, the young company is already trading profitably. "We are growing by the day," says Dr Summers, who is now Quantum's managing director. Recently 31, Mital and British Coal Enterprise backed a £200,000 capital increase to



Terry Summers: conducting a successful management buyout

support further growth.

Its customers include National Transcommunications, Ibm, the chip manufacturer, Research Machines, Enigma, Thermocouple Instruments and Rediffusion Simulation.

Although the company has between 15 and 20 customers who mostly require low to medium volume contract manufacturing using leading edge technology, sophisticated test equipment and advanced computer based manufacturing systems organised on a cellular basis.

Like many other smaller players in the contract manufacturing business Quantum is a niche player, mostly serving customers in the business, industrial and professional sectors. None of its customers manufactures the assemblies which Quantum makes. "We are their manufacturing department," says Summers.

Although Quantum does not design for its customers it does like its project engineers to be involved at the design stage to help ensure that the design is compatible with high quality and low cost automated manufacturing.

It also prefers to buy the components because Dr Sum-

mers says this gives Quantum more control over quality and its customers are usually happy because "more and more they are getting out of manufacturing".

Production is organised on a cellular basis and capabilities include conventional hand assembly, automated assembly using plated-through-hole (PTH) components, surface mount technology (SMT), mixed technology and electro-mechanical assemblies.

Most contracts are in the 1,000-3,000 board range with values of between £500,000 and £1m although Quantum does some high tech, low volume work with contracts valued at as little as £100,000.

Where Dr Summers believes Quantum scores over some of its larger rivals is in being able to provide customers with a highly flexible personalised service using leading edge technology such as SMT "normally only associated with bigger companies". It can also handle extremely complex products.

"Quantum's roots in an international electronics corporation gives us a unique insight into the needs of the industry," Dr Summers declares in the company's sales literature.

"Our track record in the application of the most advanced manufacturing techniques will give you the competitive edge you need."

He also believes Quantum's niche business is more secure and less risky than that of many of the larger players. He argues, for example, that because volumes are low there is little incentive for customers to consider going offshore with their business. "They need people in the UK," he says.

Paul Taylor

GRASEBY
KELTEK

THE WAY FORWARD FOR THE
MAKE/BUY DECISION...

A CONTRACT MANUFACTURER WHO HAS THE
TECHNICAL SKILLS, QUALITY PROCESSES
(CONTROLLED TO BS5750/ISO9000),
FLEXIBILITY AND COMMITMENT TO

PARTNERSHIP

KELTEXCELLENCE



OUR WAY FORWARD

GRASEBY KELTEK LIMITED
PINNACLE HILL, KELSO, SCOTLAND TD5 8DW
TEL: KELSO (0573) 223601 FAX: (0573) 223600

"I'd love to meet one manufacturer who could handle the lot... design, assembly, testing, packaging, distribution..."

"...I'll introduce you to Surface Electronics"

Surface Electronics

THE TOTAL PACKAGE APPROACH TO CONTRACT ELECTRONICS MANUFACTURING
Concept • CAD • Procurement • Volume Manufacture • Test • Packaging • Distribution

Surface Electronics Limited, Patrick House, West Quay Road, Poole, Dorset BH15 1JF Tel: (0202) 674333 Fax: (0202) 678028

Decision makers make Nepcon.

Nepcon is the showcase for the electronics industry, with the most comprehensive coverage of electronics products and services. And it's the UK's largest gathering of Contract Electronic Manufacturers.

So whatever you make, make Nepcon, 23-25 March 1993.

For more information call: 081 984 7733.

NEPCON ELECTRONICS
The total industry event

Partners in Quality Manufacturing

GenRad UK Contract Manufacture Division alone is responsible for a £24m annual turnover due to its excellence in state of the art manufacturing.

GenRad's UK Contract Manufacture Division is currently partners in quality manufacturing with numerous major companies from the automotive industry to data processing, telecommunications and computer technology.

GenRad UK Contract Manufacture Division can provide a full service—a turn key solution to contract manufacture—from purchasing to building and testing.

GenRad
GenRad Manufacturing Division
Horsfield Way,
Bredbury Industrial Park,
Bredbury, Stockport SK8 2BU
Telephone 061 406 7351
Fax 061 406 7352

Electronics manufacturing at the leading edge...

With highly automated, state-of-the-art electronics manufacturing facilities, EDMS is building successful, long-term production partnerships with leading companies throughout Britain and Europe.

- Automated SMT/PTH manufacture
- Significant investment in test equipment
- BS 5750 Part 2, ISO 9002

Electronics Design and Manufacturing
Sea View East, Circuit House, Quay-side
Park, Maldon, Essex CM9 7BA
Tel: 0621 854422 Fax: 0621 851143

A wholly owned subsidiary of ICS plc.

EDMS
PARTNERSHIP IN PRODUCTION

DERBY CITY CIRCUITS LTD.

QUALITY WITHOUT COMPROMISE

- PCB ASSEMBLY Prototype & Small-Medium Batch
- Cable Harnessing
- Complete System Build
- Complete Panel Assembly & Wiring
- Chassis Wiring
- Wire Wrapping

THE CUSTOMERS' NEEDS ARE OUR MOST IMPORTANT CONSIDERATION, FROM THE MOST BASIC PCB TO A COMPLETE SYSTEM BUILD.

THE SUCCESS OF OUR COMPANY HAS BEEN BUILT ON QUALITY, NOT JUST ON THE BS5750 II CERTIFICATE, BUT ON THE ATTITUDE OF OUR ENTIRE WORKFORCE. A WEALTH OF PRODUCTION EXPERIENCE IS UTILISED IN EVERY ASPECT OF OUR SERVICE.

WHY NOT COME AND TALK TO US AT THE FORTHCOMING NEPCON EXHIBITION, OR TELEPHONE DAVID MULDON AT DERBY CITY CIRCUITS.

DERBY CITY CIRCUITS LTD.,
1, NEWMARKET DRIVE, DERBY DE24 8LSW
TEL: (0332) 757733 FAX: (0332) 572229

CONTRACT ELECTRONICS MANUFACTURE 3

Paul Taylor finds that ever more work is being farmed out

Partnership in an age of technical complexity

THE use of contract manufacturers in the West grew rapidly over the past decade as management reassessed their corporate strategies.

As a result many companies decided to concentrate on their core activities and turn other functions, including manufacturing, over to specialist contractors.

This reassessment was often prompted by the need to remain competitive in an increasingly global marketplace. It also highlighted other concepts such as total quality management and just-in-time inventory control which contribute to the success of Japanese companies.

Contracting out of manufacturing and assembly is well established in Japan. Recent research at Tokyo University suggests that it now accounts for over a third of Japanese companies' total manufacturing costs and will increase to over 40 per cent by the end of the decade. In the 1990s it was less than 20 per cent.

Most Japanese companies turn out manufacturing in the belief that specialists can offer better quality and efficiency. It may also help them to cut costs, scale down capital spending and concentrate on what they are really good at - market research, product design,

product planning, marketing and sales.

According to a survey by MHM, a market research organisation based in Ayr, Scotland, about 35 per cent of European contract electronics customers had no electronics assembly operations of their own.

There are many reasons why manufacturers use contract manufacturers and cost is not always the principal one. Some studies in the US suggest that management who use subcontractors only to cut costs and jobs often end up by regretting it.

Managements that use subcontractors only to cut costs and jobs often end up by regretting it.

Contractors principally to cut overheads and jobs end up regretting the decision.

Most management consultants argue that contract manufacturing should form part of an overall strategy to improve quality and competitiveness by delivering the right products to market at the right time and the right price.

The basis of total quality theory is to identify, and be responsive to, the customer, produce a top quality product first time, and work to improve quality all the time. A partnership with a contract manufacturer can help achieve these aims.

In any case, within the electronics industry the days are gone when OEMs can do everything themselves in order to retain most of the added value.

Already most components are bought in and, since they are now so complex, the bulk of the cost of an assembled printed circuit board (PCB) lies in the components it carries.

As competition in the global electronics industry has grown, the competent handling of these components, some of which may cost hundreds of pounds, has become crucial if a company is to maintain its profit margins.

"The diversification of disciplines and expertise in modern electronics is driving companies to reassess their core function and raison d'être for being in the business," says Mr Derek Duffett, director of the Association of Contract Electronics Manufacturers (ACEM).

"The 80:20 rule applies to many aspects of business, be it range of products, or range of activities; in other words only 20 per cent of products or activities produce 80 per cent of the profit," he adds.

Today companies, particularly large multinationals, are increasingly aware of the significance of both direct and indirect costs. Contracting out

manufacturing frees capital to invest in core activities and enables the management to concentrate on key areas which will help to maintain a competitive edge.

In addition the advent of capital intensive processes such as surface mount technology (SMT) has encouraged many OEMs, particularly those outside the electronics industry, to leave such specialist activity to contract electronics manufacturers.

Electronic controls are replacing older electro-mechanical controls in many areas including automotive design, medical systems and a wide range of consumer goods such as washing machines. However many manufacturers cannot justify the cost of SMT or other automated manufacturing equipment which would stand idle much of the time.

Similarly the use of a contract manufacturer can remove the need to recruit and train expensive specialist staff. The contract manufacturer's employees represent a pool of dedicated technical and production expertise which is available to the customer.

Indeed most contract manufacturers now offer a full range of services to their clients including, if required, PCB design, layout, manufacture and testing.

However greater flexibility and speed of response are probably the most important advantages of using contract electronics manufacturers. Most contract manufacturers have the capacity and flexible workforce to start production very quickly to meet an unexpected surge in demand.

A striking characteristic of today's electronics and computer markets is the shortening of product life cycles - in some parts of the computer industry they have shrunk to as little as six months and OEMs need to move quickly from one product and technology to the next.

Contract manufacturing can help to ensure this fast response and lessen the risk



Testing a circuit board at Avnet: the days are gone when original equipment manufacturers supply all their own needs

associated with manufacturing and holding inventory.

Contractors can also work with a customer to reduce costs during a product life cycle. Other potential advantages include economies of scale in component purchasing and the use of sophisticated computerised automated manufacturing and test systems to improve quality and provide "just-in-time" deliveries. Most contract manufacturers have embraced total quality programmes, and obtained certification.

Sometimes there are significant cost advantages to using a contract electronics manufacturer. However, cost comparisons need to be approached carefully. Often the true costs of in-house manufacturing operations are obscured, for example by shared corporate functions. In addition, comparisons between OEMs in different parts of the world can be confusing.

On the basis of labour costs alone contract electronics manufacturers in the Far East continue to have an advantage over their counterparts in Europe and North America. However the gap is narrowing and the use of increasingly automated equipment means that the cost of labour is often relatively insignificant.

Most European OEMs also study by consultants KPMG. The machines are manufactured by ICL at its plant in Ashton-under-Lyne.

ICL also acts as a contract manufacturer in the UK for Sun Microsystems of the US. It says that its decision to bring manufacturing back from the Far East was based partly on increasing volumes and partly because the market was changing.

It found that the benefits of Far Eastern cheap labour were being outweighed by the disadvantages - higher import duties, reconfiguration on arrival, the logistics of product being at sea for six weeks, arms length quality and technology changes leading to obsolete stock.

Mr Gordon Stewart of consultants Pittiglio Rabin Todd and McGrath argues that the demands placed on contract manufacturers have changed. "Two issues are shaping the future of contract electronics manufacturing: volume flexibility and design integration."

He says that price and quality are a given. "The keys to competitiveness now are responsiveness - lead times, volumes - and the capacity to integrate manufacturing and test processes into an OEM's own product development strategy."

But at an ACEM conference last year he also cautioned that many contract manufacturers fell a long way short of these expectations and only got by because few OEMs could manage a contractor relationship professionally.

Mr Duffett, the ACEM's director, acknowledges that for many managers, who are used to in-house manufacturing using bought-in piece parts, farming out work with independent OEMs represents a significant change of practice, calling for a radically new buyer/supplier relationship.

"The days of arm's length negotiations with choices based solely on lowest price and shortest delivery are over," he says.

From humble beginnings

Continued from page 1

success. They are also helped by the increasingly capital intensive nature of the business, which means that labour cost differentials are growing less important.

However, they are handicapped by the prevailing duty and tariff structure which provides a significant incentive to import printed circuit boards or fully built equipment, which are mostly subject to a 4.5 per cent tariff, rather than semi-conductors and other components which are generally subject to a 14 per cent tariff.

The ACEM has begun to campaign for a more even playing field, arguing that a tariff change could help generate thousands of manufacturing jobs in the UK.

At the same time some OEMs have begun to establish footholds on the continent. The UK OEM market is considerably more developed than most of its European counterparts. The Germany market in particular is expected to grow rapidly and, together with France, is attracting attention.

Overall the European OEM market is reckoned to be worth about \$60n - which still leaves OEMs undertaking the vast majority of electronics manufacturing in-house. Despite their growth contract manufacturers have still only captured a fraction of the potential European market.

Arguably, of all the changes in the electronics industry over the past decade, the one that has gone most unnoticed, has been the emergence of quality contract electronics manufacturers. That is now changing.

Why we're Europe's Leading Contract Manufacturer

Innovation

At Philips Circuit Assemblies our objective is the pursuit of the highest quality in product manufacture, with a cost structure that positions PCA amongst the most competitive in international markets.

We provide a standard and level of electronic assembly technology, recognised as much for its definition of excellence, as its ability to give our customers their competitive edge.

Dedication

We achieve progress through dedication to an efficient management practice, a commitment to beat the world best performance parameters and a continuous assessment of new interconnection technologies.

Environment

Conservation is close to the heart at Philips Circuit Assemblies. The company has utilised its technological expertise in the best interests of the natural, as well as the man made world. The eradication of CFC's has been a priority. With heavy investment in viable cleaning alternatives, PCA's vision of the future integrates technological progress with environmental protection.

For Philips Circuit Assemblies the commitment to Total Quality Management is a commitment to Total Quality of Life.

For more information, and your free copy of PCA's Technology News, telephone Catriona Dziedz on 0383 726720.

Alternatively write to:

Product Marketing, Philips Circuit Assemblies, Queensferry Road, Dunfermline KY11 5PX, Scotland. Tel: 0383 726720, Fax: 0383 622045



FM 1993
ISO 9002

Philips Circuit Assemblies



PHILIPS

"World-class electronics manufacturing no longer demands capital investment."



With the increasing complexity of electronic products and the need to produce them efficiently to avoid defect standards, competitive manufacturing without massive capital investment seems impossible but today an increasing number of quality conscious companies throughout the world have found a solution. It's contract manufacturing.

RACE ELECTRONICS OFFERS EUROPE'S LEADING SERVICE IN CONTRACT MANUFACTURING

European, US and Japanese companies from every sector of the electronics industry use the design, printed circuit board assembly and product packaging services of Race Electronics. In a partnership of skills we eliminate the complex and demanding problems associated with manufacturing, leaving our customers free to concentrate on the vital tasks of product development and marketing. By providing a highly flexible manufacturing service to leading international companies, Race has grown to employ 1200 people and achieved sales of £90 million in just 6 years.

OUR CUSTOMERS SHARE IN THE BENEFITS PROVIDED BY OUR £13 MILLION INVESTMENT IN THE LATEST PRODUCTION EQUIPMENT

Race Electronics uses the latest equipment for every stage of the design and manufacturing cycle. Our 7 factory sites in the UK cover 20,000 sq m and house CAD/CAM systems, automatic test equipment for conventional components, surface mount assembly lines, automatic test equipment and turn-in facilities. The company is dedicated to Total Quality Management and operates stringent SPC controls. And for a growing number of customers we deliver the complete product, packaged and ready for sale.

EVERY CUSTOMER GETS THE BENEFIT OF OUR MASSIVE COMPONENT PURCHASING POWER

Contract manufacturing usually includes component procurement, and here Race's buying power and MRP systems lead to considerable cost savings for customers. Purchasing contracts throughout the world have been established and the same stringent quality controls which apply in manufacturing are used in the procurement and inspection process.

OUR COMMITMENT TO QUALITY IS MATCHED BY OUR DEDICATION TO SERVICE

The training and dedication of our staff ensures the very highest levels of customer service. Production managers receive training in the US and Japan, as well as in Europe, and apply the best innovations from around the world to constantly improve the manufacturing process for customers. Caring about quality of products and service is the cornerstone of Race's philosophy.

TO FIND OUT MORE

If you would like to know more about how contract manufacturing could benefit your business, send in the coupon for your free brochure or call our sales and marketing department for more information.

NAME _____

COMPANY ADDRESS _____

TELEPHONE _____

JOB TITLE _____

RACE
ELECTRONICS

Race Electronics Ltd, Race House, Lamsley Road Industrial Estate, Tallfort Green, Penryn, Cornwall TR27 8YJ
Telephone (01443) 217766 Telex 498467 Fax (01443) 217773 International code +44-1443-217766 Tlx +44-1443-217773
Frankfurt Office: Race Electronics Ltd, Oudermakelaars 1 Postfach 1451 D-60708 Neu-Isenburg
Telephone (06102) 29995 Fax (06102) 29991 International code +49-6102-29995 Fax +49-6102-29991

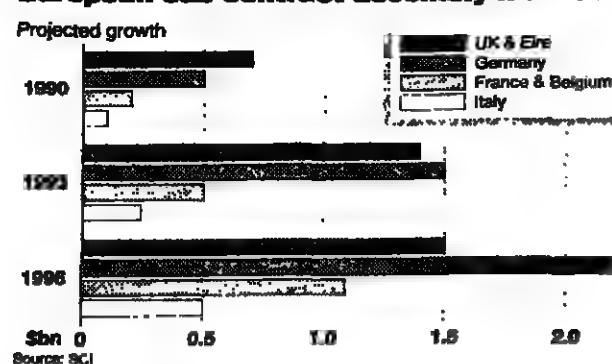
The contract manufacturer dedicated to contract manufacturing

CONTRACT ELECTRONICS MANUFACTURE 4



East Kilbride employee: part of a global industry

European sub-contract assembly market



Source: SCI

ONE of the fruits of the US National Aeronautics and Space Administration (Nasa) programme in the 1960s was that it spawned a new generation of innovative electronics companies.

One is SCI, founded in Alabama by Olin B King, a former Nasa engineer who began a three-man business manufacturing flight simulators for the moon shots in his basement in 1961.

King realised, however, that there was not much volume in 18 moon shots. So he diversified the company, initially called Space Craft Inc., into building a wide range of electronic systems under contract. By 1969, when the Apollo launch vehicle left the Kenn-

edy Space centre launch pad, it was carrying more than 400 SCI-built sub-systems providing vital instrumentation, communication and computer functions, including some in the lunar lander.

Eight years later, in August 1977, SCI built the plated-wire memories for the highly successful Voyager 2 spacecraft whose systems were still operating flawlessly more than a decade later.

When the original IBM PC made its appearance in 1981 it came with a SCI-manufactured motherboard. SCI also manufactured the Sinclair-designed Z88 computer.

By the mid 1980s SCI had become a Fortune 500 company in its own right. Today it

A LITTLE plant on the shores of Loch Ness that employs just six people is probably the most northerly outpost of Scotland's contract electronics manufacturing industry. Allgood Technology, at Foyers near Inverness, uses surface mount technology to produce high value populated printed circuit boards (PCBs) in low volumes.

It was founded three years ago by Mr Peter Allgood, a digital engineer who took voluntary redundancy from BT at the age of 30 and moved to the Highlands from Birmingham in search of a better quality of life. The company now has turnover of £130,000 and is producing boards for products such as professional audio equipment.

Allgood Technology is at one end of the spectrum of the Scottish electronics industry, which employs 45,000 people, and which in 1991 accounted for 13 per cent of Scotland's employment in manufacturing and 21 per cent of its manufactured output.

The Scottish electronics industry is dominated by multinationals. It has original equipment manufacturers such as International Business Machines, employing 2,200 people making personal computers at Greenock, and Motorola, which produces both semiconductors and mobile telephone equipment at plants in East Kilbride and Easter Inch.

But there is also a large components sector, in which multinationals play the major role. In contract electronic manufacturing (CEM), Scotland has several of the largest operators in the UK - offshoots of Avex, SCI and Philips - and a number of smaller specialist producers. At the less sophisticated end of the electronics industry there are substantial busi-

James Buxton takes a drive through Scotland's "Silicon Glen"

Tartan attractions

businesses employing many people in assembly and manufacturing.

It is a frequent source of complaint in Scotland that indigenous Scottish-based companies account for a very small part of the industry - only about three per cent in terms of employment - and, according to a 1991 survey by Dr Ivan Turok of Strathclyde university, provide only 12 per cent of material inputs by value. This ignores the fact that most electronics plants in Scotland see themselves as part of a global or EC-wide industry.

Avex, for example, at East Kilbride, works for eight of the world's largest electronics companies (though like most CEM companies it refuses to name them), supplying their plants in Scotland, the EC and the US. It employs about 1,000 people and can design components to order, as well as manufacturing populated PCBs and assemble them into such things as telephones, personal computers and complex medical equipment.

In Dunfermline, Philips Circuit Assembly, part of the Dutch multinational, has a large plant producing populated PCBs for OEMs. About 50 per cent of its output goes to OEM plants in Scotland and about 35 per cent is exported. Mr Cliff Hargreaves, sales and marketing manager, says it has an advantage over other CEM companies because its surface mount

technology line can work to "extra fine pitch," with the space between components being as little as 15,000th of an inch. Philips employs 600 people.

The other major CEM company in Scotland is SCI which has a plant at Irvine which employs about 800 people, increased by taking on several hundred temporary workers at busy times. (SCI is dealt with in more detail in the article below.) Another multinational CEM company is Timex Electronics in Dundee, currently rebuilding its workforce after dismissing all

its 300 production workers after they refused a new pay and conditions package.

But multinationals are not the only key players in the Scottish CEM sector. A significant player is Keltek, part of the UK quoted Graseby group, which is based at Kelso in the Borders. It has been operating for 20 years and occupies a specialised niche in the market.

"We offer a complete service from concept design to turnkey delivery for OEMs," says Mr Bob Wardlaw, marketing director. Keltek does CEM work for companies such as BT, Post Office Counters, BOC, Smiths Indus-

tries and British Gas. It has annual sales of about £13m and employs 200 people.

Ms Carol Brannigan of Avex, who plays a leading role in the Association of Contract Electronics Manufacturers (ACEM), argues that Scotland's Silicon Glen, as it is called, has a strong infrastructure of suppliers and human skills. But she would like to see more component manufacturers come to widen the range of products available at short notice.

The picture of the Scottish electronics industry which emerges is one of close cooperation between OEMs and CEMs as well as component suppliers, many of which are only a handful of miles apart.

Avex works closely with Prestwick Holdings, a quoted Scottish manufacturer of raw PCBs. Another important indigenous Scottish company in this field is Exakta at Selkirk.

The trend is for OEMs to subcontract increasing quantities of their work in order to hold down their own overheads and let other companies bear the strain of ramping up and then perhaps running down their labour forces in response to demand. However, there are also signs that OEMs are beginning to use their facilities to do CEM work for others.

Digital, which makes PCs at Ayr, recently began assembling and testing microchips there for test houses and

for other manufacturers. In addition it will be using its recently installed £1.7m surface mount technology line to assemble modules for other manufacturers. Its subcontract work to date has so far been worth about £1m.

At the less sophisticated end of production, Scottish-based companies do considerable business in assembling personal computers and other PC components. Minter, an electronics manufacturer owned by Murray International Holdings, which is 88 per cent owned by Mr David Murray, one of Scotland's leading entrepreneurs, has for several years been assembling PCs for Scottish-based OEMs such as IBM and Compaq.

Now, to meet the big increase in demand for IBM's PCs since it introduced a new range of products and slashed its prices, Minter is expected to build a large, 400,000 square foot plant at Gourrock, close to IBM's Greenock facility, for PC assembly, with IBM likely to be involved in financing the £13m project.

In an unusual development the ranks of companies assembling PCs for IBM have been joined by the transport group LEP International, which has for some time handled much of Greenock's distribution and has now started operating a PC assembly line. Another important player in the Scottish electronics industry is Fullarton Fabrications, a subsidiary of the UK's Laird Group, which employs about 1,400 people in a network of plants at Irvine. Fullarton does sheet-metal work (building boxes for PCs and other computers) and assemblies keyboards and other components, some of which are exported to Ireland, Brazil and the US.

Profile: SCI of Huntsville, Alabama

Creature from outer space

SCI's major worldwide IT customers in the year to June 30 last year included IBM, Seagate Technology and Conner Peripherals, which together accounted for almost half its total revenues. However, SCI is now a major diversified manufacturer for both the Government and commercial markets. It designs, manufactures, markets and services electronic products for OEM (original equipment manufacturers) customers in many industries including the aerospace, telecommunications, medical and banking sectors.

Its investment in electronics manufacturing technology is enormous. Overall the group, which began to install surface mount technology (SMT) production lines in 1985, had 75 fully automated SMT assembly lines in operation by mid 1992 together with 34 traditional lines using the older PTH (plated-through-hole) technology.

The group is divided into five geographic regions each with multiple plants manufacturing components, sub-assemblies and finished products for customers, but also increasingly offering a full "turnkey" option including design, engineering, purchasing, manufacturing, distribution and support services if required.

The growth of SCI's international operations, including those in Europe, directly reflects the increasing globalisation of the world electronics industry. SCI followed its OEM customers overseas in order to maintain its global manufacturing relationships. For example, SCI's European region comprises two manufacturing facilities, one in Irvine, Scotland, and the other in Fermoy, County Cork, in the Irish Republic.

Both sites reflect the establishment of significant off-shore manufacturing bases by global OEMs over the past decade. In Scotland, SCI followed customers such as IBM, Sun Microsystems and Mitsubishi which needed to establish operations in Europe and were attracted to the region by a range of incentives.

Similarly the Fermoy plant, which employs 300 people, was set up in 1989 to provide electronic assemblies to Irish manufacturing operations of multinational OEMs such as Dell Computer which set up operations in Ireland as part of their global manufacturing strategies.

"They all want to manufacture close to the market because it gives flexibility," says Mr Bruce Armstrong, SCI senior vice president in charge of the European division.

SCI's size and dispersed operations are a significant advantage when dealing with large multinational OEMs because it can offer customers considerable flexibility. If a customer's market or manufacturing need changes by location or demand, production can be switched to any SCI plant in a matter of days.

For example, a complete new SMT line can be flown in from Huntsville and, says Armstrong, "be up and running within two weeks". Because modern contract manufactur-

ing is capital intensive the cost differential between different regions is not usually significant. "These days the cost is a given, but it is flexibility that counts," when it comes to holding on to customers, he says.

Nevertheless he accepts that the European plants have to be able to match the Far East on the basis of "landed" or total contract price - including those costs which are often overlooked such as transport, inventory and other less tangible items such as delays and inflexibility.

It is a measure of the success at Irvine in controlling overheads and other costs while providing flexibility that it has recently succeeded in winning some contracts back from the Far East.

The 120,000 sq ft Scottish plant was set up in 1984, mainly to supply IBM's Greenock PC operations. Today it employs about 800 people although, like most other large contract electronics manufacturers, SCI also uses a pool of casual labour and the workforce is expanded by several hundred temporary workers at busy times.

Equipment at Irvine includes 12 Fujitsu SMT lines, each costing about \$1m, four Universal PTH lines and three system configuration lines. Currently 80 per cent of output is SMT, 16 per cent PTH and 4 per cent even newer technologies such as COB (chip on board). But by the turn of the century Mr Armstrong expects the proportions to be 75 per cent, 10 per cent and 15 per cent respectively.

The product mix is also changing. Five years ago 90 per cent of production was for the IT industry. However the plant has broadened its customer base. It now represents about 70 per cent, telecommunications 20 per cent and automotive 10 per cent with telecommunications and automotive sectors growing rapidly.

SCI has also expanded its range of services and increasingly sees itself as being in a beneficial partnership with its customers. Some customers still only require a consi-



Bruce Armstrong, head of SCI Europe: closer to the market

national OEMs such as Dell Computer which set up operations in Ireland as part of their global manufacturing strategies.

"They all want to manufacture close to the market because it gives flexibility," says Mr Bruce Armstrong, SCI senior vice president in charge of the European division.

SCI's size and dispersed operations are a significant advantage when dealing with large multinational OEMs because it can offer customers considerable flexibility. If a customer's market or manufacturing need changes by location or demand, production can be switched to any SCI plant in a matter of days.

For example, a complete new SMT line can be flown in from Huntsville and, says Armstrong, "be up and running within two weeks". Because modern contract manufactur-

QUALITY: THE RISK IS NOT STRESS SCREENING

Protect your vital reputation and ship complex electronic products with confidence.

With the correct Stress Screening process, particularly for surface mount assemblies, the risk of costly field returns can be minimised, long-term reliability and corporate profitability enhanced.

Sharetree Systems can help define and implement a powerful, flexible yet cost effective Stress Screening process. For further details please call Bob Page on 0453 828642.

Sharetree Systems Ltd
Bristol Road, Stonehouse
Glos, GL10 3RD

Sharetree
BS750 Part 1

Tel: 0453 828642
Fax: 0453 828078

CONTRACT ELECTRONIC MANUFACTURER

ISO9001 ACCE MEMBER BS5750 PT1

We at DATALINK SERVICES pride ourselves on achieving BS5750 as part of our quality strategy. We specialise in low/medium volume, mainly for scientific/medical industries/telecoms market.

Our capabilities are: PCB design layout and photomasking for PTH, SMT, Multilayer Material Procurement, Assembly for prototyping, PCBs, Electro Mechanical Racks and Cable Looms, Testing, Packaging and Delivery.

For additional information contact:
Eric Luckwell, DATALINK SERVICES LIMITED, Unit 11/12, Loughborough Tech Centre, Epinal Way, Loughborough, Leics, LE11 0JE
Tel: 0559 231023 Fax: 0559 234048

PRISM ELECTRONICS

Making Partnerships Work

- Flexible Manufacturing
- Fully Tested Products
- Premier Service
- BS 5750: Part 1
- No Surprises
- Long Term Commitment

Prism Electronics, St. Ives, Cambs.
Tel: 0480-462225

WELWYN SYSTEMS LIMITED

FIT FOR THE FUTURE

The combined capabilities of Welwyn Systems and AB Electronic Assemblies now represents the largest and most comprehensive, UK owned, contract electronic manufacturing presence in Europe. Both TT Group companies continue to deliver cost effective, customer focused service from production centres in Northumberland and South Wales.

The only products we develop and assemble are your products. The only markets we serve are your markets.

For an immediate response to your Contract Electronic Manufacturing requirements, call us now.

Welwyn Systems Limited
Kitty Brewster Industrial Estate, Blyth
Northumberland NE24 4RG
Tel: 0670 351532

AB Electronic Assemblies Ltd.
Tregwyllyn Industrial Estate, Rugeley
Newport, Gwent NP1 9YA
Tel: 0533 802345

GROUP PLC

SURFACE MOUNT CONTRACT ASSEMBLY SPECIALISTS

- Surface mount and conventional assembly
- Full component procurement
- ATE & Functional test
- Fully automated using the latest technology
- Quality customer service

FOUNDATION TECHNOLOGY

FOUNDATION TECHNOLOGY, UNIT 3, CROWN COURTYARD, CORBY, NORTHANTS, NN18 8AG, ENGLAND
TEL: 0536 50055 FAX: 0536 201782

OUR WINNING FORMULA

Surface-mount assemblies and thick-film hybrids

"No customer experience counts - complex or whether your volume is small or medium, we'll find one design that complements your assembly standards of in-house manufacture. If it's performance you're after, call Mervier Hybrids Ltd."

MERVIER HYBRIDS LTD
Sutton Road, Rushden, Northants, NN10 7JX Tel: 0527 517171 Fax: 0527 517121

3C ELECTRONICS

Contract Electronic Manufacturers

Providing a committed and individual customer service

From **BOARD ASSEMBLY** To **TOTAL SYSTEM MANUFACTURING** Including Purchasing, Testing, Packaging & Despatch

ACEM Member

4 Shuterworth Road, Elms Industrial Estate, Bedford MK41 0EP Tel: 0234 263200

Assembly & Automation Group

Celebrating Ten Years of Excellence

10 YEARS

Contact:
Barbara Williams
ABA (Electronics) Ltd, Unit E,
Gallagher Industrial Estate,
Treforest, Mid Glamorgan
CF37 5SX

Key Pointers to Success in Contract Manufacturing

Shareholders

- Foreign & Colonial
- Reming Mercantile Investment Trust
- Guardian Royal Exchange
- M&G Smaller Companies Fund
- Clients of Rothschild Ventures
- Venture Link (Investments)
- Assembly & Automation founder directors

Profitable Growth

1980 1981 1982 1983 1984 1985 1986 1987 1988 1989 1990 1991

Partners in Excellence • Open Book Policy • Total Quality

Source: Assembly & Automation Group
Tel: (0443) 344242 (Barbara Williams)

CONTRACT ELECTRONICS MANUFACTURE 5



This Japanese-made machine, at Avex, East Kilbride, places the surface mount on to the circuit board

Paul Taylor keeps abreast of the bewildering changes in technology

A world built on silicon

OVER the past decade the electronics revolution has reached almost all industries enabling the development of a wide range of new consumer and business products and services.

The personal computer, fax machines, satellite television, mobile telephony, medical scanners, compact disc players, anti-lock brakes and engine management systems for cars are among the many products which have been made possible by recent advances in semiconductor technology.

Even more sophisticated applications will soon emerge, including personal communications, video-telephones, crash avoidance systems and car navigation aids. The pace of change is accelerating and silicon technology will continue to be the engine of change and innovation.

Higher-speed devices will be integrated and packed closer, in smaller, more complex and reliable packages which cost less. But to turn these basic building blocks into useful products requires very expensive specialist machinery, expert knowledge and the application of the latest computerised techniques.

Many large companies whose core business is not primarily electronics will lack state-of-the-art equipment and expertise to take advantage of these changes.

Others will focus on design and marketing rather than manufacture. In either case the opportunities for the specialist contract electronics manufacturer are substantial.

Perhaps more than any other single factor the growth of contract electronics manufacturing has been fuelled by advances in technology - and by the switch to SMT (surface mount technology) in particular.

From the late 1980s, when transistors and printed circuit boards (PCBs) replaced valves, until the mid-1990s almost all PCBs were assembled using conventional PTH (pin-in-hole) or plated-through-hole technology.

Individual components are inserted either by hand or automatically into plated holes in the circuit board and molten solder is then forced up through the hole using a "wave" solder machine. When the solder dries it attaches each component to the circuit on the board.

However, since the mid 1980s, SMT has become increasingly popular. In SMT solder paste - a putty-like mixture of minute solder balls mixed with flux - is screen

Production methods

Printed through hole

No of leads: 16



Surface mount

No of leads: 64



TERMINOLOGY

- ASIC: Application Specific Integrated Circuit
- COB: Chip on Board
- DIP: Dual In Line Package
- IC: Integrated Circuit
- MCM: Multi Chip Module
- PCB: Printed Circuit Board
- PTH/PTH: Pin-in-Hole/Plated-Through-Hole
- QFP: Quad Flat Pack
- SMT: Surface Mount Technology
- SOIC: Small Outline Integrated Circuit
- TAB: Tape Automated Bonding

printed on to circuit terminals or pads on the circuit board. The ICs (integrated circuits) and other miniature components are placed, or "onsetted", on to the solder paste using highly accurate automatic placement equipment. The solder paste is then melted or "reflowed" which creates the joint between the component and the circuit board.

SMT has some significant advantages over the traditional method. These include smaller size, increased automation, lower production costs, better performance and higher reliability. However there are also some disadvantages.

In particular, SMT "pick and place" equipment must be very accurate, requires skilled programming and is costly. A typical automated high volume SMT line costs around £1m, a significant barrier to entry in the contract manufacturing business and an incentive for OEMs to subcontract their electronics manufacturing.

Mr Derek Duffett, director of the Association of Contract Electronics Manufacturers (ACEM), recently noted that the advent of SMT had raised the investment level needed to enter the business and was one of the major reasons for the trend towards contract electronics manufacturing.

According to figures from Motorola, the US electronics group, two years ago 70 per cent of the world consumption of integrated circuits was for PTH components. About 20 per cent was of SMT components with the remaining 10 per cent

shared by other emerging technologies.

Reflecting the fact that contract electronics manufacturers tend to be at the leading edge of technology, many in the UK already report that SMT output has overtaken traditional PTH, although a lot of boards are hybrids - combining both technologies.

The switch to SMT has often been overstated, but most industry participants believe that by 1995 about half of all components sold will be of the SMT variety, and that by the end of the decade SMT will have emerged as the clearly dominant technology.

Nevertheless by then other new technologies which have been in the development stage for many years will have also reached the market. They are needed because the performance and density requirements of electronics systems will begin to exceed the capabilities of discrete chip packaging, like SMT. To overcome this will require new "interconnection techniques".

The latest new technique, which is already being used in the electronics industry in Japan, the US and occasionally in the UK, is called TAB (tape automated bonding). In this method a lead frame is attached to "bumps" on the edge of the silicon chip in a process known as "inner lead bonding".

The chip and its leads are then sealed or encapsulated in a glue-like substance called "glob-top" and mounted on a reel, similar to a 35mm camera film. These tiny devices can also be placed on to little trays called "slide carriers". The components are then attached to a circuit board using thermo-sonic means or conventional reflow soldering.

Another packaging method called COB (chip on board) is very similar to TAB but no lead frame is used. Instead the tiny silicon chip is placed directly on to the circuit board or "substrate" and then attached using a special "die attach" glue. Individual wires are then bonded to terminals on the chip and connected to the pads on the substrate. The whole assembly is then encapsulated in glob-top.

Both TAB and COB provide greatly improved electrical performance than earlier technologies and allow increased component packing densities on the board - leading either to smaller boards or greater functionality. By the end of the decade they are expected to account for up to one fifth of all component sales.

The latest packaging technol-

ogy is called MCM (multi chip module). An MCM is made up of several bare silicon chips mounted on the substrate. Then, using COB techniques, the chips or "die" are connected to circuitry much smaller and more carefully routed than those on PCBs. These MCMs provide much higher performance than the same chips mounted conventionally on a circuit board.

In addition to these changing methods of assembly, the printed circuit board itself is also changing. Already TFT (thick-film technology), flexible circuits and three-dimensional substrates have emerged as means to further increase component density.

Using these new technologies requires even more complex factory infrastructure and sophisticated handling techniques. Optical recognition and correction systems on the machines which place the components become more necessary as the space between leads (the pitch) becomes narrower.

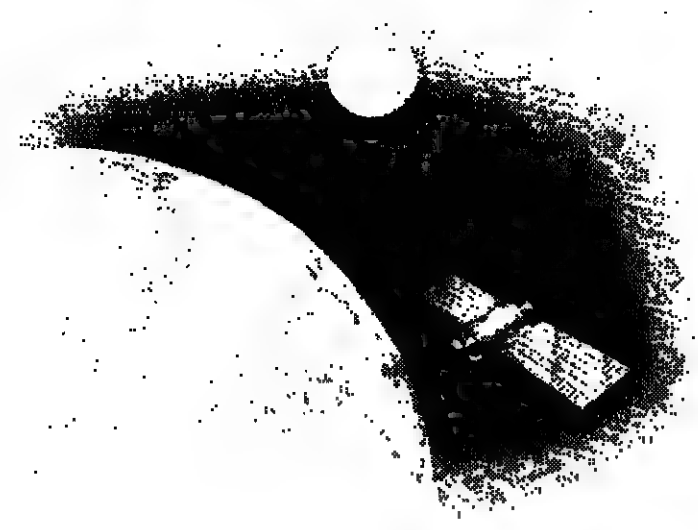
At the same time this places even more stringent demands on manufacturers' processes and quality improvement programmes such as zero defect and statistical process control (SPC), both advanced quality manufacturing techniques increasingly required by customers. This in turn means most manufacturers invest very heavily in sophisticated automatic testing equipment.

In order to achieve the greatest efficiency and flexibility with their equipment many contract manufacturers have installed electronic data exchange (EDI) and computer management systems which often tie into those of their customers and suppliers.

Meanwhile, in order to keep up with the advances in silicon technology manufacturers must update and replace their equipment frequently. This means there is often little time to recover capital costs and considerable pressure to keep the machinery working 24 hours a day. But although speed is an important factor in choosing equipment, manufacturers also stress the need for reliability, capability and flexibility.

Finally, although electronics generally has a good environmental record, electronics manufacturers, including those in the contract industry, are having to focus on environmental issues. For example the use of chloro-fluorocarbons (CFCs) in the cleaning stage of SMT board assembly is being phased out.

A World-class company manufacturing worldwide...



... and of course beyond.

SCI EUROPE

Adjusting to world manufacturing requirements in contract electronics assembly takes a thorough and proven methodology.

For over 30 years SCI has offered, and delivered, a manufacturing partnership for OEM's second to none.

With 20 plants spanning the world, SCI now offers a complete turnkey facility that can adjust and redeploy as quickly as our customers' needs require.

North America? No problem.

Western Europe? We're covered.

The Far East? For sure. Outer Space? Give us time!

We react to your requirements and shifting marketplaces. No inventory in transport - production switched swiftly and efficiently.

The greatest asset we can deliver to you is confidence - in product and in safety of supply. But then that's why we're the biggest company in

the world doing what we do, supplying the world's most successful companies, to achieve what they do.

For more information on the SCI Partner programme contact:-

Michael Dewick
Partner Programme
SCI Europe
Windsor
England SL4 1PD

Tel: 0753 832469
Fax: 0753 833576

GLOBAL RESOURCES FOR WORLD ACHIEVERS

We're currently helping 309 companies make more of these.

Remploy Manufacturing Services has 15 factories, so wherever you are, we're nearby.

Companies such as Sony, Black & Decker, Hitachi, Rover and Sharp reflect the calibre of our clients.

What makes us such a hit with such successful companies?

Quite simply, we're a dedicated contract manufacturer. We have no products of our own to take precedence over our customers' or monopolise skills and resources.

You get exactly what you'd want from an in-house facility if you designed it yourself. And as productivity goes up, you'll see costs come down.

We can help you save on recruitment, fixed assets and plant costs, and the total cost of contracting can be offset against company

tax as opposed to the 40% allowed per year on capital equipment.

Cash flow improves, because you avoid tying up capital in long-term costs.

Eight Remploy factories have achieved BS5750, the rest await imminent approval.

Electronic or electrical work, from PCB assembly through to complete product build, Remploy can make what you need.

We can even make you a mint.

YOU'VE GOT IT MADE



REMPLOY
Manufacturing Services

Sales Offices - Wales and South West: Tel: 0443 687069. North East: Tel: 0429 862488. South East: Tel: 0372 276291. Scotland: Tel: 031 334 4466.

ASSOCIATION
of
CONTRACT
electronics
MANUFACTURERS

PROMOTING EXCELLENCE

ASSEMBLY AND AUTOMATION GROUP

AB ELECTRONIC PRODUCTS
ALLGOOD TECHNOLOGY LTD
AVEX ELECTRONICS LTD
BRITON ELECTRONICS LTD
DATALINK SERVICES LTD
DDL ELECTRONICS LTD
ELECTRONIC DESIGN & MANUFACTURING SERVICES LTD
GEC ALSTHOM LTD
GENRAD LTD
GRASEBY KELTEK LTD
HAVEN PRODUCTS LTD
HOSIDEN BESSON LTD
INSTEM ELECTRONICS

KARAVALE ENTERPRISES LTD

LUCAS ELECTRONICS
PHILIPS CIRCUIT ASSEMBLIES
QUANTUM ELECTRONICS MANUFACTURING LTD
RANK XEROX MANUFACTURING SERVICES
REMPLOY LTD
SCI UK LTD
SECURICOR ELECTRONICS LTD
SKN ELECTRONICS LTD
SPEEDBOARD LTD
SURFACE ELECTRONICS LTD
SURTECH INTERCONNECTION LTD
TEXAS INSTRUMENTS LTD
WELWYN SYSTEMS LTD

FOR FURTHER INFORMATION ON THESE AND OTHER MEMBERS PLEASE CONTACT DEREK DUFFETT

ROMANO HOUSE 399-401 STRAND LONDON WC2R 0LT TELEPHONE 071 497 2311 FAX 071 497 2335

ACEM is an Association within The Electronic Components Industry Federation

Sugar storms to three-year highs

By David Blackwell

WORLD SUGAR prices, already moving ahead on successive reductions in the Thai crop estimate, surged to the highest level for nearly three years yesterday on news that the storms sweeping up the eastern seaboard of the US had hit Cuba.

In New York the May raw sugar contract was up 0.95 at 11.50 cents a lb in late trading, having touched a peak of 11.83 cents earlier. In London the August white sugar contract closed at \$297.50 a tonne, up \$13 on the day.

However, analysts in London were cautious over the damage to Cuba's crop, which was already expected to be well down on last year's 7m tonnes.

Chicago wheat rallies

By Laurie Morse in Chicago

CHICAGO WHEAT prices rallied yesterday in response to Friday evening's announcement that the US Department of Agriculture would ship 520,000 tonnes of wheat and 87,000 tonnes of rice to Russia by July under a food aid programme.

The USDA will have to buy the grain from the open market as government stockpiles have been depleted.

Commercial grain shipments have been at a standstill since November, when Russia began to miss interest payments on its US-backed grain loans.

At mid-session yesterday old-crop wheat futures prices were up 6 cents per bushel, with wheat for May delivery trading at \$3.9. Prices for delivery later

Nestlé seeks direct milk supply from UK farmers

By David Blackwell

NESTLÉ, THE UK subsidiary of the Swiss food group, yesterday offered contracts to 8,000 dairy farmers near its factories for direct supplies of milk when the Milk Marketing Board statutory monopoly ends some time next year.

The move follows the announcement last month by Northern Foods of plans to set up the Northern Milk Partnership, a co-operative venture which hopes to recruit more than 5,000 farmers to supply the company with up to 2m litres of milk a year worth \$500m.

Nestlé, which buys nearly 5 per cent of UK milk, aims to attract enough farmers to sup-

Some are talking of 5m tonnes and under, but there is no hard evidence on which to base a judgment.

Talk of damage to sugar mills and dock facilities in Cuba added further fuel to the flames. "The Cubans have a vested interest in allowing people to think it's terrible," said Mr Chris Pack, analyst at Czar-nikow. "But it can't have done any good to have a tremendous storm at the start of the season."

Last week the Thai government revised its production estimate down to 3.5m tonnes - the lowest level for five years. At the beginning of the season production was expected to reach a record 5m tonnes, but drought has damaged the crop.

French fish and potato protests stepped up

By Alice Rawsthorn in Paris

FRENCH FISHERMEN and potato farmers yesterday stepped up pressure on France's beleaguered socialist government, now only ten days away from parliamentary elections, with fresh outbreaks of unrest throughout the country.

A "commando raid" of Etaples fishermen caused between FF4m and FF5m (\$490,000-\$600,000) of damage in a dawn raid on a fish warehouse at Boulogne-sur-Mer. They set fire to cargoes of imported fish outside the warehouse, then ransacked trailers of fish from Denmark and Ireland.

The mood of France's fishing ports has become increasingly heated in recent weeks as fishermen have escalated their protests against imports of cheap fish. Fishermen's leaders have vowed to continue the dispute until Thursday's meeting of European Community fishing ministers in Brussels.

However, one group of Breton fishermen today plans to stage a "humanitarian and pacifist" protest by delivering six tonnes of fish to a food bank outside Paris to be distributed to the needy.

Meanwhile potato farmers continued their battle against EC agricultural reform by staging a tractor demonstration at Quimper yesterday morning during which they blocked the streets with 400 tonnes of potatoes. This followed similar protests in other towns last week.

The government also faces problems at the docks. Some of the largest French trading ports yesterday came to a standstill as dock workers responded to calls for a 24-hour national strike in protest at modernisation plans.

Venezuelan oil deal for BP

By Deborah Hargreaves

BRITISH PETROLEUM has agreed with Venezuela's state oil company PDVSA to bring the Fedemex oilfield in the Orinoco delta back into production. The field has been shut since 1985. BP believes it can bring it back into production soon with output rising to 20,000 bbl per day by 1997.

The agreement marks the first upstream involvement of a foreign oil company in Venezuela since 1978.

Indonesian cocoa thrives as prices languish

William Keeling reports on the one big producer that is still increasing its output

THE WORLD cocoa industry is in a state of crisis, with prices at record lows in real terms. But consumers and producers continue to bicker about a new International Cocoa Organisation (ICCO) withholding scheme to support the market.

Bucking the trend, however, is Indonesia, which remains remarkably bullish about cocoa's prospects. While output from major producers such as Brazil and Malaysia is in decline, the archipelago's output is rising inexorably.

In 1980-81, the country produced just 16,000 tonnes of specialty "fine" cocoa, which by 1983-84 had picked up to 32,000 tonnes and by 1987-88 to 65,000 tonnes as farmers began to plant "bulk" cocoa trees.

Production doubled again by 1990-91 and the current crop year, ending September 30, is forecast at 230,000 tonnes (of which 15,000 tonnes will be fine cocoa) making Indonesia the world's fourth largest producer.

Behind the Ivory Coast, Ghana and Brazil, Nor has Indonesia's cocoa boom begun to subside. Traders confidently expect production to exceed

Delegates to the International Cocoa Organisation, which began its council meeting in London yesterday, showed little inclination to return to discussing the cocoa pact only ten days after their Geneva meeting. They decided to leave consultations until later in the week, reports Reuter.

400,000 tonnes a year by the end of the decade, taking Indonesia into second place.

Mr Ibrahim Hassan, chief executive of the Indonesian Cocoa Association (Inca), says the roots of the boom go back to the 1970s when high prices led to interest among small-holder farmers.

Many of the plantation workers in Malaysia's cocoa-producing state of Sabah were Indonesians who smuggled seedlings back when returning home. In addition, the government and private agricultural companies set up seedling nurseries.

between state plantations (90 per cent) and private plantations (10 per cent). State plantations now account for only 25 per cent of the crop, while private plantations provide 15 per cent and smallholder farmers 60 per cent.

High productivity has allowed cocoa to be remunerative for farmers, despite the collapse of international prices. Mr Hassan estimates the yield in Sulawesi, the centre for smallholder production, at about 2.5 tonnes a hectare, five times the level of some West African producing countries. He estimates the yield in north Sumatra at slightly below 1 tonne a hectare.

"Indonesians are a force in cocoa. They're not on the periphery, which even two years ago they were," explains one London cocoa trader. Other producers and the ICCO, however, have been slow to pick up on Indonesia's sudden increase.

As Mr Hassan observes: "If you look at all the ICCO documents, Indonesia is still classified as a 100 per cent fine cocoa producer". One reason for the

ICCO's failure to update records may be that Indonesia has yet to join the organisation, a fact that has significant implications for any future ICCO price support scheme.

"Indonesia is the lowest cost producer and if it's not willing to participate in any withholding scheme, it is that much more difficult to work," one cocoa broker points out.

Brokers estimate a withholding scheme must encompass 80-85 per cent of world production to have any chance of supporting prices. Indonesia already accounts for 10 per cent of world production and is likely to have a 15 per cent share by the end of the decade.

Indonesian producers, however, are reluctant to join the ICCO, for as one official explains: "We are very worried that if we become a member our production programme may be constrained by outside factors".

Indonesian producers are confident that cocoa prices will pick up with or without an ICCO scheme in place as the industry enters a period in which world demand exceeds

annual output. They are, therefore, more concerned with restructuring the domestic industry to take advantage of higher demand than with the need for international co-operation.

The main thrust of the next five years will be to improve quality, say Inca officials. Indonesian beans have a relatively low fat content and farmers tend to ferment their crop inadequately. As a result, Indonesian cocoa sells at a discount to the world market price.

"We have to be really concerned about quality if we are to fulfil the demand of industry," warns Mr Hakim Warsono, Inca's deputy chairman. The task may not be easy - that Inca has yet to get its own offices is a reminder. Indonesia's cocoa industry is still in its infancy.

Inca officials, however, are brimming with confidence. In instances when farmers have mimicked West African fermentation and sun-drying techniques Indonesian beans "get almost a Ghana-style taste profile" and can compete among the world's best, says Mr Hassan.

Avoiding the pitfalls of amenity agriculture

Most successful ideas for diversifying farm enterprises quickly become oversubscribed

CHARLES BENNETT organises children's parties on his 50-hectare (120-acre) farm between Oxford and Thame. The entertainment includes pony rides, looking at lambs, collecting eggs from nest boxes under the free range hens, treasure hunts around the farmyard and tractor trailer rides around the fields, all culminating with tea in the hay barn.

The children, who are between three and ten years old - "they get too difficult to control after that", says Mr Bennett - love the temporary freedom of the farm, and getting dirty. Parents are only too happy to pay him for providing the facility. And incidentally, in case any Food Safety Official begins to worry about Mr Bennett's ability to provide food to the high standards they require, he insists that the parents provide a picnic. All he does is to allow the children to eat in his barn.

This activity comes under the general heading of diversification, which farmers have been encouraged to explore in recent years as the government has sought to divert resources from the production of food perceived to be in surplus. But the truth is that farmers who enjoy having the farm, like Mr Bennett, or who become bored with planting seeds and then waiting

long months for harvest, or even more likely, needed to increase their incomes, have been diversifying for years.

Mr Bennett, for instance, has a long record of holding farm open days on bank holidays and weekends. He also has a farm shop selling produce from the farm at retail rather than wholesale prices. With only 120 acres from which to try to derive a living he needs extra income from alternative sources and I wish him every success with his efforts. But the history of such initiatives is littered with failures.

The classic diversification is farmhouse holidays. Farmers in beautiful scenic areas, which are, almost by definition, the most difficult in which to make a living, long ago realised that they had to earn more cash from something other than the land, or where, some decided to offer bed and breakfast for passing

travellers and signs appeared at farm gates in the hills and moorlands of Britain.

Charges were modest and country-loving guests could not believe the value for money compared with hotels. Comfortable beds and slap-up farm breakfasts combined to create a demand for such accommodation and more and more farmers joined the bandwagon. The number of beds increased, the standard of bedroom offered rose, in many cases to include en suite bathrooms, the costs of providing the services rocketed and charges had to go up. In many of these areas expensive uprated bedrooms now stand empty for most of the year.

It is a classic case of a good idea that has been overdone and it shows how fragile is the balance between success and failure when diverting resources from the farmer's basic task of producing food to exploiting a niche market, which is necessarily more limited in potential.

Another concept that became popular a few years ago but now seems to have run out of steam is pick-your-own. Fruit-growing is inescapably labour-intensive. You cannot mechanise the picking of strawberries and expect them to be of sufficient quality to grace the table (although it is now possible to pick them by machine if

they are destined for the jam pot). And getting the quantity and quality of labour when it is needed has become increasingly difficult over the years.

Someone, I don't know who, had the brilliant idea that if you could persuade the public to pick their own you could charge less for it and if they picked sub-standard produce they would only have themselves to blame.

All through the 1970s and early 1980s the idea spread like wildfire across the country. But just like b & b it has been overdone, with too many PYO farms chasing too few customers.

Some PYO farms are still doing well. But many more are closing for lack of punters, who prefer, it appears, to pay inflated supermarket prices for the convenience of having their produce pre-packed.

I should not pretend, however, that I am immune to the temptation to diversify. Even as I write, the farm men are converting a range of redundant farm buildings into horse stables in the hope that the local riding fraternity will want to pay us money to keep their animals in them. Having seen how easy it is to get it wrong I have no illusions about the dangers. We are therefore controlling the costs of the investment rigidly.

The one certainty about agri-

cultural diversification is that it will cost money; but it is by no means certain that it will make money. Even if a feasibility study suggests that there is potential for a farm to diversify in a certain direction there is little doubt that it will be copied by other farmers and overdone within a few years. Such is the nature of farmers.

Even the Ministry of Agriculture seems to have got that message at last. Five years ago the minister launched a scheme to grant aid for diversification on farms. The money was specifically directed towards feasibility studies and marketing and 1,500 farmers have so far received £2m. There are a further 750 diversifying farmers in the pipeline whose schemes have been approved but who have not yet had the cash.

But a few weeks ago the prospect of more such grants was withdrawn. For the fact is that too many farmers try to diversify from financial weakness rather than strength in the vain hope that it will solve all their problems.

It is said, moreover, that the banks are increasingly warning farmers against such activities because many of the clients from under whom they are now having to pull the rug are the ones who have spent big money on diversification.

WORLD COMMODITIES PRICES

MARKET REPORT

NICKEL prices followed through from Friday's downturn at the London Metal Exchange yesterday. The three months delivery price added \$85 to the \$17.96-weekend fall to reach \$18.81 a tonne following talk early in the day of Chinese selling. The COPPER market was in retreat following last week's rally and the three months price closed \$1.75 lower at \$1,534.50 a tonne. Dealers said the New York-inspired rise ran out of steam as the market's high stocks and poor demand growth rates outside North America

London Markets

SPOT MARKETS	
Grade oil (per barrel FOB) (Apr)	+ or -
Dubai	\$16.12-16.18 -0.09
Brent Blend (London)	\$16.74-16.78 -0.01
WTI (Apr)	\$16.74-16.78 +0.04
WTI (1st oil)	\$20.16-20.22 -0.02
Oil products	
NWE prompt delivery per tonne CIF	+ or -
Premium Gasoline	\$199.200 +0.5
Gas Oil	\$176.778 +0.2
Heavy Fuel Oil	\$79.78 +0.5
Naphtha	\$172-173
Petroleum Argus Estimates	
Other	
Gold (per troy oz)	\$328.65 +0.3
Silver (per troy oz)	\$34.05 +1.5
Platinum (per troy oz)	\$352.25 +1
Palladium (per troy oz)	\$105.65
Copper (US Producer)	101.05 +0.5
Lead (US Producer)	33.55 -0.34
Zinc (Kaiser Aluminum)	145.40 -0.5
Zinc (New York)	261.50 -1
2 1/2 (US Prime Western)	62.05
Sheep (live weight)	135.30p -1.50p
Chaff (live weight)	114.40p -0.34p
Pigs (live weight)	\$0.92p -0.37p
London daily sugar (raw)	\$265.6 -17
London daily sugar (white)	\$291.5 +12.5
Tato and Lyle export prices	\$298.5 +13
Barley (English last)	Unq
Maize (US No. 3 yellow)	1169.0
Wheat (US Hard Northern)	1169.0
Rubber (Apr)	63.75p
Rubber (May)	64.25p
Rubber (NL RSS No 1 Feb)	225.00m
Cocunut oil (Philippines)	\$430.0y +5
Cocunut oil (Malaysia)	\$410.0y
Cocunut oil (Philippines)	\$395.0y
Soyabean (US)	\$181.0 -0.5
Cotton "A" index	\$22.05 +0.3
Wooltype (64s Super)	\$28p

SUGAR - London POX (\$/tonne)			
Raw	Close	Previous	High/Low
May	225.00	234.00	220.00
Aug	227.00	240.00	228.00
Oct	229.00	216.00	217.00
White			
Close	Previous	High/Low	
May	284.50	282.00	301.00
Aug	285.50	283.00	292.00
Oct	272.00	270.00	276.00
Dec	271.00	268.00	267.00
Turnover: Raw 111 (132) lots of 50 tonnes. White 222 (140) lots of 50 tonnes. May 1990.60 Aug 1717.85			

SUGAR - London POX (\$/tonne)			
Raw	Close	Previous	High/Low
Apr	18.70	18.80	18.11
May	18.74	18.80	18.10
Jun	18.75	18.82	18.11
Jul	18.80	18.81	18.10
Aug	18.80	18.82	18.10
Sep	18.81	18.82	18.10
Oct	18.80	18.82	18.10
Nov	18.81	18.82	18.10
Dec	18.81	18.82	18.10
Turnover: 24/107 (5855)			

SUGAR - London POX (\$/tonne)			
Raw	Close	Previous	High/Low
Apr	14.20	14.20	14.20
May	14.20	14.20	14.20
Jun	14.20	14.20	14.20
Jul	14.20	14.20	14.20
Aug	14.20	14.20	14.20
Sep	14.20	14.20	14.20
Oct	14.20	14.20	14.20
Nov	14.20	14.20	14.20
Dec	14.20	14.20	14.20
Turnover: 7/87 (10358) lots of 100 tonnes			

SUGAR - London POX (\$/tonne)			
Raw	Close	Previous	High/Low
Apr	14.20	14.20	14.20
May	14.20	14.20	14.20
Jun	14.20	14.20	14.20
Jul	14.20	14.20	14.20
Aug	14.20	14.20	14.20
Sep	14.20	14.20	14.20
Oct	14.20	14.20	14.20
Nov	14.20	14.20	14.20
Dec	14.20	14.20	14.20
Turnover: 7/87 (10358) lots of 100 tonnes			

SUGAR - London POX (\$/tonne)			
Raw	Close	Previous	High/Low
Apr	14.20	14.20	14.20
May	14.20	14.20	14.20
Jun	14.20	14.20	14.20
Jul	14.20	14.20	14.20
Aug	14.20	14.20	14.20
Sep	14.20	14.20	14.20
Oct	14.20	14.20	14.20
Nov	14.20	14.20	14.20
Dec	14.20	14.20	14.20
Turnover: 7/87 (10358) lots of 100 tonnes			

COCAOA - London POX (\$/tonne)			
Raw	Close	Previous	High/Low
Mar	808	878	854
May	710	680	710
Jul	723	702	728
Sep	728	714	730
Nov	728	724	730
Dec	728	724	730
Jan	728	724	730
Feb	728	724	730
Mar	728	724	730
Apr	728	724	730
May	728	724	730
Jun	728	724	730
Jul	728	724	730
Aug	728	724	730
Sep	728	724	730
Oct	728	724	730
Nov	728	724	730
Dec	728	724	730
Jan	728	724	730
Feb	728	724	730
Mar	728	724	730
Apr	728	724	730
May	728	724	730
Jun	728	724	730
Jul	728	724	730
Aug	728	724	730
Sep	728	724	730
Oct	728	724	730
Nov	728	724	730
Dec	728	724	730
Jan	728	724	730
Feb	728	724	730
Mar	728	724	730
Apr	728	724	730
May	728	724	730
Jun	728	724	730
Jul	728	724	730
Aug	728	724	730
Sep	728	724	730
Oct	728	724	730
Nov	728	724	730
Dec	728	724	730
Jan	728	724	730
Feb	728	724	730
Mar	728	724	730
Apr	728	724	730
May	728	724	730
Jun	728	724	730
Jul	728	724	730
Aug	728	724	730
Sep	728	724	730
Oct	728	724	730
Nov	728	724	730
Dec	728	724	730
Jan	728	724	730
Feb	728	724	730
Mar	728	724	730

HOTELS & LEISURE - Cont

State	Year	+ or -	1990
Alabama	1990	+	1990
Alaska	1990	+	1990
Arizona	1990	+	1990
Arkansas	1990	+	1990
California	1990	+	1990
Colorado	1990	+	1990
Connecticut	1990	+	1990
Delaware	1990	+	1990
District of Columbia	1990	+	1990
Florida	1990	+	1990
Georgia	1990	+	1990
Hawaii	1990	+	1990
Idaho	1990	+	1990
Illinois	1990	+	1990
Indiana	1990	+	1990
Iowa	1990	+	1990
Kansas	1990	+	1990
Kentucky	1990	+	1990
Louisiana	1990	+	1990
Maine	1990	+	1990
Maryland	1990	+	1990
Massachusetts	1990	+	1990
Michigan	1990	+	1990
Minnesota	1990	+	1990
Mississippi	1990	+	1990
Missouri	1990	+	1990
Montana	1990	+	1990
Nebraska	1990	+	1990
Nevada	1990	+	1990
New Hampshire	1990	+	1990
New Jersey	1990	+	1990
New Mexico	1990	+	1990
New York	1990	+	1990
North Carolina	1990	+	1990
North Dakota	1990	+	1990
Ohio	1990	+	1990
Oklahoma	1990	+	1990
Oregon	1990	+	1990
Pennsylvania	1990	+	1990
Rhode Island	1990	+	1990
South Carolina	1990	+	1990
South Dakota	1990	+	1990
Tennessee	1990	+	1990
Texas	1990	+	1990
Utah	1990	+	1990
Vermont	1990	+	1990
Virginia	1990	+	1990
Washington	1990	+	1990
West Virginia	1990	+	1990
Wisconsin	1990	+	1990
Wyoming	1990	+	1990

[illegible]

GUIDE TO LONDON SHARE SERVICE

Prices are based on intra-day mid-prices.

Estimated price/earnings ratios are based on latest annual reports and earnings and, where possible, are updated on interim figures. P/E's are calculated on "net" distribution basis, earnings per share being computed profit after taxation, excluding exceptional profits/losses and unrelated items.

ACT of 25 per cent and allow for value of declared distribution and gains.

☐ Indicates the most actively traded stocks. This includes UK stocks where transactions and prices are published continuously through the Stock Exchange Automated Quotation system (SEAI).

*Tax-free to non-residents on application

Figures of report omitted
Not officially UK listed; dealings permitted under rule 535(4)(g)
Free annual/interim report available, see details below.
US\$; not listed on Stock Exchange and company not subjected to
same degree of regulation as listed securities.
Not officially UK listed; dealings permitted under Rule 535(g)
Price at time of introduction

Unregulated collective investment schemes.

<p>W Not subject to ACT</p> <p>Z Dividend yield includes a special payment</p> <p>E Auction basis</p> <p>F Yield based on prospectus or other official estimates for 1992</p> <p>Y Current based on</p>	<p>W Not subject to ACT</p> <p>Z Dividend yield includes a special payment</p> <p>E Auction basis</p> <p>F Yield based on prospectus or other official estimates for 1992</p> <p>Y Current based on</p>	<p>W Not subject to ACT</p> <p>Z Dividend yield includes a special payment</p> <p>E Auction basis</p> <p>F Yield based on prospectus or other official estimates for 1992</p> <p>Y Current based on</p>
---	---	---

1994-95.
 Assumed dividend
 after rights issue.
 Assumed dividend
 after scrip issue.
 Rights issue pending
 scrip issue based on
 1994-95.
 Assumed yield after
 pending scrip and/or
 rights issue.
 If Yield based on
 prospectus or other
 prospectus or other
 official estimates for
 1994.
 If Forecast ~~assumed~~
 yield, p/b based on
 prospectus, or other

[illegible]

10 ex dividend;
 11 ex scrip issue;
 12 ex rights;
 13 ex stc;
 14 ex capital distribution.

This service is available to companies whose shows are regularly held in the United Kingdom for a fee of £1250 a year for each unitary show, subject to the Editor's discretion.

Annual Reports Service
You can obtain the current annual/interim report of any company enroliated with $\frac{8}{8}$. Ring +44 81-643 7181 (open hours including weekends) or fax +44 81-770 0544.

ing the code FT7738. Reports will be sent the next
riding day, subject to availability. Please remember to
use the weekly changing code above.

Annual subscription £250.00 stg.
Tel. +44 71 886 2128 for more details.

Figure 1. The effect of the concentration of the *Agrobacterium* suspension on the transformation efficiency of *Agrobacterium* strains.

Full Text editions are available from FT Cityline. For further details call (071) 673 4370.

Jack **Carl** **Bill** **Steve** **et** **Vince**
Clark **Ellen** **Brian** **William** **-** **John**

City/State	1992	1993	1994	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038	2039	2040	2041	2042	2043	2044	2045	2046	2047	2048	2049	2050	2051	2052	2053	2054	2055	2056	2057	2058	2059	2060	2061	2062	2063	2064	2065	2066	2067	2068	2069	2070	2071	2072	2073	2074	2075	2076	2077	2078	2079	2080	2081	2082	2083	2084	2085	2086	2087	2088	2089	2090	2091	2092	2093	2094	2095	2096	2097	2098	2099	2100	2101	2102	2103	2104	2105	2106	2107	2108	2109	2110	2111	2112	2113	2114	2115	2116	2117	2118	2119	2120	2121	2122	2123	2124	2125	2126	2127	2128	2129	2130	2131	2132	2133	2134	2135	2136	2137	2138	2139	2140	2141	2142	2143	2144	2145	2146	2147	2148	2149	2150	2151	2152	2153	2154	2155	2156	2157	2158	2159	2160	2161	2162	2163	2164	2165	2166	2167	2168	2169	2170	2171	2172	2173	2174	2175	2176	2177	2178	2179	2180	2181	2182	2183	2184	2185	2186	2187	2188	2189	2190	2191	2192	2193	2194	2195	2196	2197	2198	2199	2200	2201	2202	2203	2204	2205	2206	2207	2208	2209	2210	2211	2212	2213	2214	2215	2216	2217	2218	2219	2220	2221	2222	2223	2224	2225	2226	2227	2228	2229	2230	2231	2232	2233	2234	2235	2236	2237	2238	2239	2240	2241	2242	2243	2244	2245	2246	2247	2248	2249	2250	2251	2252	2253	2254	2255	2256	2257	2258	2259	2260	2261	2262	2263	2264	2265	2266	2267	2268	2269	2270	2271	2272	2273	2274	2275	2276	2277	2278	2279	2280	2281	2282	2283	2284	2285	2286	2287	2288	2289	2290	2291	2292	2293	2294	2295	2296	2297	2298	2299	2300	2301	2302	2303	2304	2305	2306	2307	2308	2309	2310	2311	2312	2313	2314	2315	2316	2317	2318	2319	2320	2321	2322	2323	2324	2325	2326	2327	2328	2329	2330	2331	2332	2333	2334	2335	2336	2337	2338	2339	2340	2341	2342	2343	2344	2345	2346	2347	2348	2349	2350	2351	2352	2353	2354	2355	2356	2357	2358	2359	2360	2361	2362	2363	2364	2365	2366	2367	2368	2369	2370	2371	2372	2373	2374	2375	2376	2377	2378	2379	2380	2381	2382	2383	2384	2385	2386	2387	2388	2389	2390	2391	2392	2393	2394	2395	2396	2397	2398	2399	2400	2401	2402	2403	2404	2405	2406	2407	2408	2409	2410	2411	2412	2413	2414	2415	2416	2417	2418	2419	2420	2421	2422	2423	2424	2425	2426	2427	2428	2429	2430	2431	2432	2433	2434	2435	2436	2437	2438	2439	2440	2441	2442	2443	2444	2445	2446	2447	2448	2449	2450	2451	2452	2453	2454	2455	2456	2457	2458	2459	2460	2461	2462	2463	2464	2465	2466	2467	2468	2469	2470	2471	2472	2473	2474	2475	2476	2477	2478	2479	2480	2481	2482	2483	2484	2485	2486	2487	2488	2489	2490	2491	2492	2493	2494	2495	2496	2497	2498	2499	2500	2501	2502	2503	2504	2505	2506	2507	2508	2509	2510	2511	2512	2513	2514	2515	2516	2517	2518	2519	2520	2521	2522	2523	2524	2525	2526	2527	2528	2529	2530	2531	2532	2533	2534	2535	2536	2537	2538	2539	2540	2541	2542	2543	2544	2545	2546	2547	2548	2549	2550	2551	2552	2553	2554	2555	2556	2557	2558	2559	2560	2561	2562	2563	2564	2565	2566	2567	2568	2569	2570	2571	2572	2573	2574	2575	2576	2577	2578	2579	2580	2581	2582	2583	2584	2585	2586	2587	2588	2589	2590	2591	2592	2593	2594	2595	2596	2597	2598	2599	2600	2601	2602	2603	2604	2605	2606	2607	2608	2609	2610	2611	2612	2613	2614	2615	2616	2617	2618	2619	2620	2621	2622	2623	2624	2625	2626	2627	2628	2629	2630	2631	2632	2633	2634	2635	2636	2637	2638	2639	2640	2641	2642	2643	2644	2645	2646	2647	2648	2649	2650	2651	2652	2653	2654	2655	2656	2657	2658	2659	2660	2661	2662	2663	2664	2665	2666	2667	2668	2669	2670	2671	2672	2673	2674	2675	2676	2677	2678	2679	2680	2681	2682	2683	2684	2685	2686	2687	2688	2689	2690	2691	2692	2693	2694	2695	2696	2697	2698	2699	2700	2701	2702	2703	2704	2705	2706	2707	2708	2709	2710	2711	2712	2713	2714	2715	2716	2717	2718	2719	2720	2721	2722	2723	2724	2725	2726	2727	2728	2729	2730	2731	2732	2733	2734	2735	2736	2737	2738	2739	2740	2741	2742	2743	2744	2745	2746	2747	2748	2749	2750	2751	2752	2753	2754	2755	2756	2757	2758	2759	2760	2761	2762	2763	2764	2765	2766	2767	2768	2769	2770	2771	2772	2773	2774	2775	2776	2777	2778	2779	2780	2781	2782	2783	2784	2785	2786	2787	2788	2789	2790	2791	2792	2793	2794	2795	2796	2797	2798	2799	2800	2801	2802	2803	2804	2805	2806	2807	2808	2809	2810	2811	2812	2813	2814	2815	2816	2817	2818	2819	2820	2821	2822	2823	2824	2825	2826	2827	2828	2829	2830	2831	2832	2833	2834	2835	2836	2837	2838	2839	2840	2841	2842	2843	2844	2845	2846	2847	2848	2849	2850	2851	2852	2853	2854	2855	2856	2857	2858	2859	2860	2861	2862	2863	2864	2865	2866	2867	2868	2869	2870	2871	2872	2873	2874	2875	2876	2877	2878	2879	2880	2881	2882	2883	2884	2885	2886	2887	2888	2889	2890	2891	2892	2893	2894	2895	2896	2897	2898	2899	2900	2901	2902	2903	2904	2905	2906	2907	2908	2909	2910	2911	2912	2913	2914	2915	2916	2917	2918	2919	2920	2921	2922	2923	2924	2925	2926	2927	2928	2929	2930	2931	2932	2933	2934	2935	2936	2937	2938	2939	2940	2941	2942	2943	2944	2945	2946	2947	2948	2949	2950	2951	2952	2953	2954	2955	2956	2957	2958	2959	2960	2961	2962	2963	2964	2965	2966	2967	2968	2969	2970	2971	2972	2973	2974	2975	2976	2977	2978	2979	2980	2981	2982	2983	2984	2985	2986	2987	2988	2989	2990	2991	2992	2993	2994	2995	2996	2997	2998	2999	3000	3001	3002	3003	3004	3005	3006	3007	3008	3009	3010	3011	3012	3013	3014	3015	3016	3017	3018	3019	3020	3021	3022	3023	3024	3025	3026	3027	3028	3029	3030	3031	3032	3033	3034	3035	3036	3037	3038	3039	3040	3041	3042	3043	3044	3045	3046	3047	3048	3049	3050	3051	3052	3053	3054	3055	3056	3057	3058	3059	3060	3061	3062	3063	3064	3065	3066	3067	3068	3069	3070	3071	3072	3073	3074	3075	3076	3077	3078	3079	3080	3081	3082	3083	3084	3085	3086	3087	3088	3089	3090	3091	3092	3093	3094	3095	3096	3097	3098	3099	3100	3101	3102	3103	3104	3105	3106	3107	3108	3109	3110	3111	3112	3113	3114	3115	3116	3117	3118	3119	3120	3121	3122	3123	3124	3125	3126	3127	3128	3129	3130	3131	3132	3133	3134	3135	3136	3137	3138	3139	3140	3141	3142	3143	3144	3145	3146	3147	3148	3149	3150	3151	3152	3153	3154	3155	3156	3157	3158	3159	3160	3161	3162	3163	3164	3165	3166	3167	3168	3169	3170	3171	3172	3173	3174	3175	3176	3177	3178	3179	3180	3181	3182	3183	3184	3185	3186	3187	3188	3189	3190	3191	3192	3193	3194	3195	3196	3197	3198	3199	3200	3201	3202	3203	3204	3205	3206	3207	3208	3209	3210	3211	3212	3213	3214	3215	3216	3217	3218	3219	3220	3221	3222	3223	3224	3225	3226	3227	3228	3229	3230	3231	3232	3233	3234	3235	3236	3237	3238	3239	3240	3241	3242	3243	3244	3245	3246	3247	3248	3249	3250	3251	3252	3253	3254	3255	3256	3257	3258	3259	3260	3261	3262	3263	3264	3265	3266	3267	3268	3269	3270	3271	3272	3273	3274	3275	3276	3277	3278	3279	3280	3281	3282	3283	3284	3285	3286	3287	3288	3289	3290	3291	3292	3293	3294	3295	3296	3297	3298	3299	3300	3301	3302	3303	3304	3305	3306	3307	3308	3309	3310	3311	3312	3313	3314	3315	3316	3317	3318	3319	3320	3321	3322	3323	3324	3325	3326	3327	3328	3329	3330	3331	3332	3333	3334	3335	3336	3337	3338	3339	3340	3341	3342	3343	3344	3345	3346	3347	3348	3349	3350	3351	3352	3353	3354	3355	3356	3357	3358	3359	3360	3361	3362	3363	3364	3365	3366
------------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------

Category	1990	1991	1992	1993	1994	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038	2039	2040	2041	2042	2043	2044	2045	2046	2047	2048	2049	2050	2051	2052	2053	2054	2055	2056	2057	2058	2059	2060	2061	2062	2063	2064	2065	2066	2067	2068	2069	2070	2071	2072	2073	2074	2075	2076	2077	2078	2079	2080	2081	2082	2083	2084	2085	2086	2087	2088	2089	2090	2091	2092	2093	2094	2095	2096	2097	2098	2099	2100	2101	2102	2103	2104	2105	2106	2107	2108	2109	2110	2111	2112	2113	2114	2115	2116	2117	2118	2119	2120	2121	2122	2123	2124	2125	2126	2127	2128	2129	2130	2131	2132	2133	2134	2135	2136	2137	2138	2139	2140	2141	2142	2143	2144	2145	2146	2147	2148	2149	2150	2151	2152	2153	2154	2155	2156	2157	2158	2159	2160	2161	2162	2163	2164	2165	2166	2167	2168	2169	2170	2171	2172	2173	2174	2175	2176	2177	2178	2179	2180	2181	2182	2183	2184	2185	2186	2187	2188	2189	2190	2191	2192	2193	2194	2195	2196	2197	2198	2199	2200	2201	2202	2203	2204	2205	2206	2207	2208	2209	2210	2211	2212	2213	2214	2215	2216	2217	2218	2219	2220	2221	2222	2223	2224	2225	2226	2227	2228	2229	2230	2231	2232	2233	2234	2235	2236	2237	2238	2239	2240	2241	2242	2243	2244	2245	2246	2247	2248	2249	2250	2251	2252	2253	2254	2255	2256	2257	2258	2259	2260	2261	2262	2263	2264	2265	2266	2267	2268	2269	2270	2271	2272	2273	2274	2275	2276	2277	2278	2279	2280	2281	2282	2283	2284	2285	2286	2287	2288	2289	2290	2291	2292	2293	2294	2295	2296	2297	2298	2299	2300	2301	2302	2303	2304	2305	2306	2307	2308	2309	2310	2311	2312	2313	2314	2315	2316	2317	2318	2319	2320	2321	2322	2323	2324	2325	2326	2327	2328	2329	2330	2331	2332	2333	2334	2335	2336	2337	2338	2339	2340	2341	2342	2343	2344	2345	2346	2347	2348	2349	2350	2351	2352	2353	2354	2355	2356	2357	2358	2359	2360	2361	2362	2363	2364	2365	2366	2367	2368	2369	2370	2371	2372	2373	2374	2375	2376	2377	2378	2379	2380	2381	2382	2383	2384	2385	2386	2387	2388	2389	2390	2391	2392	2393	2394	2395	2396	2397	2398	2399	2400	2401	2402	2403	2404	2405	2406	2407	2408	2409	2410	2411	2412	2413	2414	2415	2416	2417	2418	2419	2420	2421	2422	2423	2424	2425	2426	2427	2428	2429	2430	2431	2432	2433	2434	2435	2436	2437	2438	2439	2440	2441	2442	2443	2444	2445	2446	2447	2448	2449	2450	2451	2452	2453	2454	2455	2456	2457	2458	2459	2460	2461	2462	2463	2464	2465	2466	2467	2468	2469	2470	2471	2472	2473	2474	2475	2476	2477	2478	2479	2480	2481	2482	2483	2484	2485	2486	2487	2488	2489	2490	2491	2492	2493	2494	2495	2496	2497	2498	2499	2500	2501	2502	2503	2504	2505	2506	2507	2508	2509	2510	2511	2512	2513	2514	2515	2516	2517	2518	2519	2520	2521	2522	2523	2524	2525	2526	2527	2528	2529	2530	2531	2532	2533	2534	2535	2536	2537	2538	2539	2540	2541	2542	2543	2544	2545	2546	2547	2548	2549	2550	2551	2552	2553	2554	2555	2556	2557	2558	2559	2560	2561	2562	2563	2564	2565	2566	2567	2568	2569	2570	2571	2572	2573	2574	2575	2576	2577	2578	2579	2580	2581	2582	2583	2584	2585	2586	2587	2588	2589	2590	2591	2592	2593	2594	2595	2596	2597	2598	2599	2600	2601	2602	2603	2604	2605	2606	2607	2608	2609	2610	2611	2612	2613	2614	2615	2616	2617	2618	2619	2620	2621	2622	2623	2624	2625	2626	2627	2628	2629	2630	2631	2632	2633	2634	2635	2636	2637	2638	2639	2640	2641	2642	2643	2644	2645	2646	2647	2648	2649	2650	2651	2652	2653	2654	2655	2656	2657	2658	2659	2660	2661	2662	2663	2664	2665	2666	2667	2668	2669	2670	2671	2672	2673	2674	2675	2676	2677	2678	2679	2680	2681	2682	2683	2684	2685	2686	2687	2688	2689	2690	2691	2692	2693	2694	2695	2696	2697	2698	2699	2700	2701	2702	2703	2704	2705	2706	2707	2708	2709	2710	2711	2712	2713	2714	2715	2716	2717	2718	2719	2720	2721	2722	2723	2724	2725	2726	2727	2728	2729	2730	2731	2732	2733	2734	2735	2736	2737	2738	2739	2740	2741	2742	2743	2744	2745	2746	2747	2748	2749	2750	2751	2752	2753	2754	2755	2756	2757	2758	2759	2760	2761	2762	2763	2764	2765	2766	2767	2768	2769	2770	2771	2772	2773	2774	2775	2776	2777	2778	2779	2780	2781	2782	2783	2784	2785	2786	2787	2788	2789	2790	2791	2792	2793	2794	2795	2796	2797	2798	2799	2800	2801	2802	2803	2804	2805	2806	2807	2808	2809	2810	2811	2812	2813	2814	2815	2816	2817	2818	2819	2820	2821	2822	2823	2824	2825	2826	2827	2828	2829	2830	2831	2832	2833	2834	2835	2836	2837	2838	2839	2840	2841	2842	2843	2844	2845	2846	2847	2848	2849	2850	2851	2852	2853	2854	2855	2856	2857	2858	2859	2860	2861	2862	2863	2864	2865	2866	2867	2868	2869	2870	2871	2872	2873	2874	2875	2876	2877	2878	2879	2880	2881	2882	2883	2884	2885	2886	2887	2888	2889	2890	2891	2892	2893	2894	2895	2896	2897	2898	2899	2900	2901	2902	2903	2904	2905	2906	2907	2908	2909	2910	2911	2912	2913	2914	2915	2916	2917	2918	2919	2920	2921	2922	2923	2924	2925	2926	2927	2928	2929	2930	2931	2932	2933	2934	2935	2936	2937	2938	2939	2940	2941	2942	2943	2944	2945	2946	2947	2948	2949	2950	2951	2952	2953	2954	2955	2956	2957	2958	2959	2960	2961	2962	2963	2964	2965	2966	2967	2968	2969	2970	2971	2972	2973	2974	2975	2976	2977	2978	2979	2980	2981	2982	2983	2984	2985	2986	2987	2988	2989	2990	2991	2992	2993	2994	2995	2996	2997	2998	2999	3000	3001	3002	3003	3004	3005	3006	3007	3008	3009	3010	3011	3012	3013	3014	3015	3016	3017	3018	3019	3020	3021	3022	3023	3024	3025	3026	3027	3028	3029	3030	3031	3032	3033	3034	3035	3036	3037	3038	3039	3040	3041	3042	3043	3044	3045	3046	3047	3048	3049	3050	3051	3052	3053	3054	3055	3056	3057	3058	3059	3060	3061	3062	3063	3064	3065	3066	3067	3068	3069	3070	3071	3072	3073	3074	3075	3076	3077	3078	3079	3080	3081	3082	3083	3084	3085	3086	3087	3088	3089	3090	3091	3092	3093	3094	3095	3096	3097	3098	3099	3100	3101	3102	3103	3104	3105	3106	3107	3108	3109	3110	3111	3112	3113	3114	3115	3116	3117	3118	3119	3120	3121	3122	3123	3124	3125	3126	3127	3128	3129	3130	3131	3132	3133	3134	3135	3136	3137	3138	3139	3140	3141	3142	3143	3144	3145	3146	3147	3148	3149	3150	3151	3152	3153	3154	3155	3156	3157	3158	3159	3160	3161	3162	3163	3164	3165	3166	3167	3168	3169	3170	3171	3172	3173	3174	3175	3176	3177	3178	3179	3180	3181	3182	3183	3184	3185	3186	3187	3188	3189	3190	3191	3192	3193	3194	3195	3196	3197	3198	3199	3200	3201	3202	3203	3204	3205	3206	3207	3208	3209	3210	3211	3212	3213	3214	3215	3216	3217	3218	3219	3220	3221	3222	3223	3224	3225	3226	3227	3228	3229	3230	3231	3232	3233	3234	3235	3236	3237	3238	3239	3240	3241	3242	3243	3244	3245	3246	3247	3248	3249	3250	3251	3252	3253	3254	3255	3256	3257	3258	3259	3260	3261	3262	3263	3264	3265	3266	3267	3268	3269	3270	3271	3272	3273	3274	3275	3276	3277	3278	3279	3280	3281	3282	3283	3284	3285	3286	3287	3288	3289	3290	3291	3292	3293	3294	3295	3296	3297	3298	3299	3300	3301	3302	3303	3304	3305	3306	3307	3308	3309	3310	3311	3312	3313	3314	3315	3316	3317	3318	3319	3320	3321	3322	3323	3324	3325	3326	3327	3328	3329	3330	3331	3332	3333	3334	3335	3336	3337	3338	3339	3340	3341	3342	3343	3344	3345	3346	3347	3348	3349	3350	3351	3352	3353	3354	3355	3356	3357	3358	3359	3360	3361	3362	3363	3364
----------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------

[illegible]

Net Sales & P/L	25	77.41	77.41	76.35	48	28.69
100% Share	-34	17.97	17.97	18.53	48	28.69
Goodwill	-5.4	3.09	3.09	3.77	48	28.69
Specialized Funds					48	28.69
on Expenses	5%	54.39	54.39	57.77	-0.112	47
on Shares	5%	56.07	56.07	60.42	-0.772	20

[illegible]

71 - 878 - 8006.

[illegible]

Yr	1974	1975	1976	1977	1978
Yr	1979	1980	1981	1982	1983
Yr	1984	1985	1986	1987	1988
Yr	1989	1990	1991	1992	1993
Yr	1994	1995	1996	1997	1998
Yr	1999	2000	2001	2002	2003
Yr	2004	2005	2006	2007	2008
Yr	2009	2010	2011	2012	2013
Yr	2014	2015	2016	2017	2018
Yr	2019	2020	2021	2022	2023
Yr	2024	2025	2026	2027	2028
Yr	2029	2030	2031	2032	2033
Yr	2034	2035	2036	2037	2038
Yr	2039	2040	2041	2042	2043
Yr	2044	2045	2046	2047	2048
Yr	2049	2050	2051	2052	2053
Yr	2054	2055	2056	2057	2058
Yr	2059	2060	2061	2062	2063
Yr	2064	2065	2066	2067	2068
Yr	2069	2070	2071	2072	2073
Yr	2074	2075	2076	2077	2078
Yr	2079	2080	2081	2082	2083
Yr	2084	2085	2086	2087	2088
Yr	2089	2090	2091	2092	2093
Yr	2094	2095	2096	2097	2098
Yr	2099	2100	2101	2102	2103
Yr	2104	2105	2106	2107	2108
Yr	2109	2110	2111	2112	2113
Yr	2114	2115	2116	2117	2118
Yr	2119	2120	2121	2122	2123
Yr	2124	2125	2126	2127	2128
Yr	2129	2130	2131	2132	2133
Yr	2134	2135	2136	2137	2138
Yr	2139	2140	2141	2142	2143
Yr	2144	2145	2146	2147	2148
Yr	2149	2150	2151	2152	2153
Yr	2154	2155	2156	2157	2158
Yr	2159	2160	2161	2162	2163
Yr	2164	2165	2166	2167	2168
Yr	2169	2170	2171	2172	2173
Yr	2174	2175	2176	2177	2178
Yr	2179	2180	2181	2182	2183
Yr	2184	2185	2186	2187	2188
Yr	2189	2190	2191	2192	2193
Yr	2194	2195	2196	2197	2198
Yr	2199	2200	2201	2202	2203
Yr	2204	2205	2206	2207	2208
Yr	2209	2210	2211	2212	2213
Yr	2214	2215	2216	2217	2218
Yr	2219	2220	2221	2222	2223
Yr	2224	2225	2226	2227	2228
Yr	2229	2230	2231	2232	2233
Yr	2234	2235	2236	2237	2238
Yr	2239	2240	2241	2242	2243
Yr	2244	2245	2246	2247	2248
Yr	2249	2250	2251	2252	2253
Yr	2254	2255	2256	2257	2258
Yr	2259	2260	2261	2262	2263
Yr	2264	2265	2266	2267	2268
Yr	2269	2270	2271	2272	2273
Yr	2274	2275	2276	2277	2278
Yr	2279	2280	2281	2282	2283
Yr	2284	2285	2286	2287	2288

Compiled with the assistance of Lautro 56

units. Used to deliver marketing and administrative units, including commissions sold to intermediaries.

END PRICE: Also called redemption price. The value at which notes are sold back to the issuer.

...the government. In practice, most rail fixed connections receive a much smaller award. As a

any time, usually in circumstances in which there is a large amount of sales of such new books.

The weekly charge for the individual unit track rental, and the charge for the PT Manager Period Service.

100 West 42nd Street, New York, NY 10018
Tel: 212-512-2000

$\frac{1}{2} \times \frac{1}{2} \times \frac{1}{2} \times \frac{1}{2} \times \frac{1}{2} = \frac{1}{32}$

電話: 02-2652-1111
 傳真: 02-2652-1112
 地址: 台北市中山區南京東路二段111號11樓

ZS-31 Mortgage Lenders, London, EC2N 6BA. (07) 589 3463
PML Equity Ltd.

Prudential Unit Trusts Ltd 02000

[illegible]

Production High Income	6	173.56	173.56	185.44	4.19	1.00	273.7	273.7	280.13	6.43
Production Low Income	6	84.79	84.79	97.00	12.21	1.00	223.3	223.3	230.11	6.81

[illegible]

.....

● Current Unit Trust prices are available from FT Cityline. For further details call (071) 873 4378.

Continued on next page

Unit Trust prices are available from FT Cityline. For further details call (071) 873 4378

[illegible]

JERSEY (SIB RECOGNISED)

[illegible]

LUXEMBOURG (SIB RECOGNISED)

[illegible]

JERSEY (REGULATED™)

[illegible]

LUXEMBOURG REGULATORY

[illegible]

SWITZERLAND EST RECOGNISED

[illegible]

OTHER OFFSHORE FUNDS

	High Price	Low Price	High Price	Low Price
ATSP Management Ltd				
Philadelphia Lane Trust (Sally)	125 43			
Abstract Press Mfgs				
The New York & Post Ltd	5-11			
1000 1256 4th Avenue				
1000 1256 4th Avenue				
Adly Investment				
Adly Investment	100 100	25 00		
Adly Investment	100 125	25 00		
Adly Investment	100 125	25 00		
Adly Investment	100 125	25 00		
Adly Investment	100 125	25 00		
Adly Investment				
Adly Investment	100 100	25 00		
Adly Investment	100 100	25 00		
Adly Investment	100 100	25 00		
Adly Investment	100 100	25 00		
Adly Investment				
Adly Investment	100 100	25 00		
Adly Investment	100 100	25 00		
Adly Investment	100 100	25 00		
Adly Investment	100 100	25 00		
Adly Investment				
Adly Investment	100 100	25 00		
Adly Investment	100 100	25 00		
Adly Investment	100 100	25 00		
Adly Investment	100 100	25 00		
Adly Investment				
Adly Investment	100 100	25 00		
Adly Investment	100 100	25 00		
Adly Investment	100 100	25 00		
Adly Investment	100 100	25 00		
Adly Investment				
Adly Investment	100 100	25 00		
Adly Investment	100 100	25 00		
Adly Investment	100 100	25 00		
Adly Investment	100 100	25 00		
Adly Investment				
Adly Investment	100 100	25 00		
Adly Investment	100 100	25 00		
Adly Investment	100 100	25 00		
Adly Investment	100 100	25 00		
Adly Investment				
Adly Investment	100 100	25 00		
Adly Investment	100 100	25 00		
Adly Investment	100 100	25 00		
Adly Investment	100 100	25 00		
Adly Investment				
Adly Investment	100 100	25 00		
Adly Investment	100 100	25 00		
Adly Investment	100 100	25 00		
Adly Investment	100 100	25 00		
Adly Investment				
Adly Investment	100 100	25 00		
Adly Investment	100 100	25 00		
Adly Investment	100 100	25 00		
Adly Investment	100 100	25 00		
Adly Investment				
Adly Investment	100 100	25 00		
Adly Investment	100 100	25 00		
Adly Investment	100 100	25 00		
Adly Investment	100 100	25 00		
Adly Investment				
Adly Investment	100 100	25 00		
Adly Investment	100 100	25 00		
Adly Investment	100 100	25 00		
Adly Investment	100 100	25 00		
Adly Investment				
Adly Investment	100 100	25 00		
Adly Investment	100 100	25 00		
Adly Investment	100 100	25 00		
Adly Investment	100 100	25 00		
Adly Investment				
Adly Investment	100 100	25 00		
Adly Investment	100 100	25 00		
Adly Investment	100 100	25 00		
Adly Investment	100 100	25 00		
Adly Investment				
Adly Investment	100 100	25 00		
Adly Investment	100 100	25 00		
Adly Investment	100 100	25 00		
Adly Investment	100 100	25 00		
Adly Investment				
Adly Investment	100 100	25 00		
Adly Investment	100 100	25 00		
Adly Investment	100 100	25 00		
Adly Investment	100 100	25 00		
Adly Investment				
Adly Investment	100 100	25 00		
Adly Investment	100 100	25 00		
Adly Investment	100 100	25 00		
Adly Investment	100 100	25 00		
Adly Investment				
Adly Investment	100 100	25 00		
Adly Investment	100 100	25 00		
Adly Investment	100 100	25 00		
Adly Investment	100 100	25 00		
Adly Investment				
Adly Investment	100 100	25 00		
Adly Investment	100 100	25 00		
Adly Investment	100 100	25 00		
Adly Investment	100 100	25 00		
Adly Investment				
Adly Investment	100 100	25 00		
Adly Investment	100 100	25 00		
Adly Investment	100 100	25 00		
Adly Investment	100 100	25 00		
Adly Investment				
Adly Investment	100 100	25 00		
Adly Investment	100 100	25 00		
Adly Investment	100 100	25 00		
Adly Investment	100 100	25 00		
Adly Investment				
Adly Investment	100 100	25 00		
Adly Investment	100 100	25 00		
Adly Investment	100 100	25 00		
Adly Investment	100 100	25 00		
Adly Investment				
Adly Investment	100 100	25 00		
Adly Investment	100 100	25 00		
Adly Investment	100 100	25 00		
Adly Investment	100 100	25 00		
Adly Investment				
Adly Investment	100 100	25 00		
Adly Investment	100 100	25 00		
Adly Investment	100 100	25 00		
Adly Investment	100 100	25 00		
Adly Investment				
Adly Investment	100 100	25 00		
Adly Investment	100 100	25 00		
Adly Investment	100 100	25 00		
Adly Investment	100 100	25 00		
Adly Investment				
Adly Investment	100 100	25 00		
Adly Investment	100 100	25 00		
Adly Investment	100 100	25 00		
Adly Investment	100 100	25 00		
Adly Investment				
Adly Investment	100 100	25 00		
Adly Investment	100 100	25 00		
Adly Investment	100 100	25 00		
Adly Investment	100 100	25 00		
Adly Investment				
Adly Investment	100 100	25 00		
Adly Investment	100 100	25 00		
Adly Investment	100 100	25 00		
Adly Investment	100 100	25 00		
Adly Investment				
Adly Investment	100 100	25 00		
Adly Investment	100 100	25 00		
Adly Investment	100 100	25 00		
Adly Investment	100 100	25 00		
Adly Investment				
Adly Investment	100 100	25 00		
Adly Investment	100 100	25 00		
Adly Investment	100 100	25 00		
Adly Investment	100 100	25 00		
Adly Investment				
Adly Investment	100 100	25 00		
Adly Investment	100 100	25 00		
Adly Investment	100 100	25 00		
Adly Investment	100 100	25 00		
Adly Investment				
Adly Investment	100 100	25 00		
Adly Investment	100 100	25 00		
Adly Investment	100 100	25 00		
Adly Investment	100 100	25 00		
Adly Investment				
Adly Investment	100 100	25 00		
Adly Investment	100 100	25 00		
Adly Investment	100 100	25 00		
Adly Investment	100 100	25 00		
Adly Investment				
Adly Investment	100 100	25 00		
Adly Investment	100 100	25 00		
Adly Investment	100 100	25 00		
Adly Investment	100 100	25 00		
Adly Investment				
Adly Investment	100 100	25 00		
Adly Investment	100 100	25 00		
Adly Investment	100 100	25 00		
Adly Investment	100 100	25 00		
Adly Investment				
Adly Investment	100 100	25 00		
Adly Investment	100 100	25 00		
Adly Investment	100 100	25 00		
Adly Investment	100 100	25 00		
Adly Investment				
Adly Investment	100 100	25 00		
Adly Investment	100 100	25 00		
Adly Investment	100 100	25 00		
Adly Investment	100 100	25 00		
Adly Investment				
Adly Investment	100 100	25 00		
Adly Investment	100 100	25 00		
Adly Investment	100 100	25 00		
Adly Investment	100 100	25 00		
Adly Investment				
Adly Investment	100 100	25 00		
Adly Investment	100 100	25 00		
Adly Investment	100 100	25 00		
Adly Investment	100 100	25 00		
Adly Investment				
Adly Investment	100 100	25 00		
Adly Investment	100 100	25 00		
Adly Investment	100 100	25 00		
Adly Investment	100 100	25 00		
Adly Investment				
Adly Investment	100 100	25 00		
Adly Investment	100 100	25 00		
Adly Investment	100 100	25 00		
Adly Investment	100 100	25 00		
Adly Investment				
Adly Investment	100 100	25 00		
Adly Investment	100 100	25 00		
Adly Investment	100 100	25 00		
Adly Investment	100 100	25 00		
Adly Investment				
Adly Investment	100 100	25 00		
Adly Investment	100 100	25 00		
Adly Investment	100 100	25 00		
Adly Investment	100 100	25 00		
Adly Investment				
Adly Investment	100 100	25 00		
Adly Investment	100 100	25 00		
Adly Investment	100 100	25 00		
Adly Investment	100 100	25 00		
Adly Investment				
Adly Investment	100 100	25 00		
Adly Investment	100 100	25 00		
Adly Investment	100 100	25 00		
Adly Investment	100 100	25 00		
Adly Investment				
Adly Investment	100 100	25 00		
Adly Investment	100 100	25 00		
Adly Investment	100 100	25 00		
Adly Investment	100 100	25 00		
Adly Investment				
Adly Investment	100 100	25 00		
Adly Investment	100 100	25 00		
Adly Investment	100 100	25 00		
Adly Investment	100 100	25 00		
Adly Investment				
Adly Investment	100 100	25 00		
Adly Investment	100 100	25 00		
Adly Investment	100 100	25 00		
Adly Investment	100 100	25 00		
Adly Investment				
Adly Investment	100 100	25 00		
Adly Investment	100 100	25 00		
Adly Investment	100 100	25 00		
Adly Investment	100 100	25 00		
Adly Investment				
Adly Investment	100 100	25 00		
Adly Investment	100 100	25 00		
Adly Investment	100 100	25 00		
Adly Investment	100 100	25 00		
Adly Investment				
Adly Investment	100 100	25 00		
Adly Investment	100 100	25 00		
Adly Investment	100 100	25 00		
Adly Investment	100 100	25 00		
Adly Investment				
Adly Investment	100 100	25 00		
Adly Investment	100 100	25 00		
Adly Investment	100 100	25 00		
Adly Investment	100 100	25 00		
Adly Investment				
Adly Investment	100 100	25 00		
Adly Investment	100 100	25 00		
Adly Investment	100 100	25 00		
Adly Investment	100 100	25 00		
Adly Investment				
Adly Investment	100 100	25 00		
Adly Investment	100 100	25 00		
Adly Investment	100 100	25 00		
Adly Investment	100 100	25 00		
Adly Investment				
Adly Investment	100 100	25 00		
Adly Investment	100 100	25 00		
Adly Investment	100 100	25 00		
Adly Investment	100 100	25 00		
Adly Investment				
Adly Investment	100 100	25 00		
Adly Investment	100 100	25 00		
Adly Investment	100 100	25 00		
Adly Investment	100 100	25 00		
Adly Investment				
Adly Investment	100 100	25 00		
Adly Investment	100 100	25 00		
Adly Investment	100 100	25 00		
Adly Investment	100 100	25 00		
Adly Investment				
Adly Investment	100 100	25 00		
Adly Investment	100 100	25 00		
Adly Investment	100 100	25 00		
Adly Investment	100 100	25 00		
Adly Investment				
Adly Investment	100 100	25 00		
Adly Investment	100 100	25 00		
Adly Investment	100 100	25 00		
Adly Investment	100 100	25 00		
Adly Investment				
Adly Investment	100 100	25 00		
Adly Investment	100 100	25 00		
Adly Investment	100 100	25 00		
Adly Investment	100 100	25 00		
Adly Investment				
Adly Investment	100 100	25 00		

[illegible]

CURRENCIES, MONEY AND CAPITAL MARKETS

FOREIGN EXCHANGES

Dollar struggles to advance

AGREEMENT on Germany's solidarity pact yesterday strengthened expectations on the foreign exchange markets for a cut in the Bundesbank's official lending rates, writes Emma Tucker.

Hopes that the German central bank will announce a half-point reduction in the discount rate on Thursday were buoyed by reports that Germany's political parties, federal states, employers and trades unions had agreed on a public financing package to underpin the east German economy.

Initially the dollar was the chief beneficiary of the news, although by the end of European trading it had failed to break through Friday's close of DM1.6655.

Analysts are somewhat bemused as to why the dollar remains trapped in such a narrow trading range after good nonfarm pay roll figures of a week ago, political unrest in the former Soviet Union and strong prospects for a German rate cut, should have combined to give the currency a strong upwards boost.

"I think the markets are getting a bit impatient with the inability of the dollar to move higher, but at the same time no one has the guts to push it

too far down because the expectation is still that it will rally," said Mr Christian Dunis of Chemical Bank in London.

Mr Dunis pointed out that the difference between US and German lending rates remains significant while the market is waiting to see what the Bundesbank will do later this week. The dollar made no gains on the day, closing marginally lower at DM1.6615.

The pound did not react to the growing prospects of German monetary easing, continuing to trade in a very narrow range ahead of today's Budget. Although a cut in German rates would make it easier for the UK authorities to reduce interest rates, the Bank of England and the Treasury have been discouraging expectations of further monetary easing.

Official resolve will have been strengthened by yesterday's news that manufacturing output rose a better than

expected 0.8 per cent in January. The figure added to evidence that a modest economic recovery is taking place in the UK. The pound fell half a penny on the day to close at DM2.3835. Against the dollar it closed barely changed at \$1.4345.

Tensions within the European exchange mechanism were held at bay. The escudo, which came under pressure at the end of last week following reported differences between the central bank and the government, regained stability. In later trade it eased lower to just over E250 per D-Mark. The peseta was also slightly weaker closing at Pta741. The French franc closed virtually unchanged at Ffr490.

Potential for strains within the system remain, however, and dealers yesterday warned that failure by the Bundesbank to act on Thursday could put the mechanism's weaker currencies under pressure.

EMS EUROPEAN CURRENCY UNIT RATES

Currency	Unit	% Change	% Spread	Discrepancy
Spanish Peseta	166.666	-0.0001	0.0001	0.0001
Irish Punt	0.78756	-0.0001	0.0001	0.0001
Portuguese Escudo	200.482	-0.0001	0.0001	0.0001
French Franc	6.55957	-0.0001	0.0001	0.0001
German Mark	1.00000	0.0000	0.0000	0.0000
Italian Lira	1.36603	-0.0001	0.0001	0.0001
Spanish Ptas	166.666	-0.0001	0.0001	0.0001
Irish Punt	0.78756	-0.0001	0.0001	0.0001
Portuguese Escudo	200.482	-0.0001	0.0001	0.0001
French Franc	6.55957	-0.0001	0.0001	0.0001
German Mark	1.00000	0.0000	0.0000	0.0000
Italian Lira	1.36603	-0.0001	0.0001	0.0001

European currency rates by the European Commission. Currencies are denominated relative to the mark. Percentage change shows the change from the previous day's closing rate. The percentage spread shows the difference between the actual rate and the central bank rate for a currency. The discrepancy shows the difference between the actual rate and the central bank rate for a currency. The discrepancy shows the difference between the actual rate and the central bank rate for a currency.

Source: European Commission. Data as at 15.03.93. All rates are for 100 units of the foreign currency against 100 units of the German mark.

Commercial rates taken from the London market. Sterling forward rates are for 12 months. All rates are for 100 units of the foreign currency against 100 units of the German mark.

Commercial rates taken from the London market. Sterling forward rates are for 12 months. All rates are for 100 units of the foreign currency against 100 units of the German mark.

Commercial rates taken from the London market. Sterling forward rates are for 12 months. All rates are for 100 units of the foreign currency against 100 units of the German mark.

Commercial rates taken from the London market. Sterling forward rates are for 12 months. All rates are for 100 units of the foreign currency against 100 units of the German mark.

Commercial rates taken from the London market. Sterling forward rates are for 12 months. All rates are for 100 units of the foreign currency against 100 units of the German mark.

Commercial rates taken from the London market. Sterling forward rates are for 12 months. All rates are for 100 units of the foreign currency against 100 units of the German mark.

Commercial rates taken from the London market. Sterling forward rates are for 12 months. All rates are for 100 units of the foreign currency against 100 units of the German mark.

Commercial rates taken from the London market. Sterling forward rates are for 12 months. All rates are for 100 units of the foreign currency against 100 units of the German mark.

Commercial rates taken from the London market. Sterling forward rates are for 12 months. All rates are for 100 units of the foreign currency against 100 units of the German mark.

Commercial rates taken from the London market. Sterling forward rates are for 12 months. All rates are for 100 units of the foreign currency against 100 units of the German mark.

Commercial rates taken from the London market. Sterling forward rates are for 12 months. All rates are for 100 units of the foreign currency against 100 units of the German mark.

Commercial rates taken from the London market. Sterling forward rates are for 12 months. All rates are for 100 units of the foreign currency against 100 units of the German mark.

Commercial rates taken from the London market. Sterling forward rates are for 12 months. All rates are for 100 units of the foreign currency against 100 units of the German mark.

Commercial rates taken from the London market. Sterling forward rates are for 12 months. All rates are for 100 units of the foreign currency against 100 units of the German mark.

Commercial rates taken from the London market. Sterling forward rates are for 12 months. All rates are for 100 units of the foreign currency against 100 units of the German mark.

Commercial rates taken from the London market. Sterling forward rates are for 12 months. All rates are for 100 units of the foreign currency against 100 units of the German mark.

Commercial rates taken from the London market. Sterling forward rates are for 12 months. All rates are for 100 units of the foreign currency against 100 units of the German mark.

Commercial rates taken from the London market. Sterling forward rates are for 12 months. All rates are for 100 units of the foreign currency against 100 units of the German mark.

Commercial rates taken from the London market. Sterling forward rates are for 12 months. All rates are for 100 units of the foreign currency against 100 units of the German mark.

Commercial rates taken from the London market. Sterling forward rates are for 12 months. All rates are for 100 units of the foreign currency against 100 units of the German mark.

Commercial rates taken from the London market. Sterling forward rates are for 12 months. All rates are for 100 units of the foreign currency against 100 units of the German mark.

Commercial rates taken from the London market. Sterling forward rates are for 12 months. All rates are for 100 units of the foreign currency against 100 units of the German mark.

Commercial rates taken from the London market. Sterling forward rates are for 12 months. All rates are for 100 units of the foreign currency against 100 units of the German mark.

Commercial rates taken from the London market. Sterling forward rates are for 12 months. All rates are for 100 units of the foreign currency against 100 units of the German mark.

Commercial rates taken from the London market. Sterling forward rates are for 12 months. All rates are for 100 units of the foreign currency against 100 units of the German mark.

Commercial rates taken from the London market. Sterling forward rates are for 12 months. All rates are for 100 units of the foreign currency against 100 units of the German mark.

Commercial rates taken from the London market. Sterling forward rates are for 12 months. All rates are for 100 units of the foreign currency against 100 units of the German mark.

Commercial rates taken from the London market. Sterling forward rates are for 12 months. All rates are for 100 units of the foreign currency against 100 units of the German mark.

Commercial rates taken from the London market. Sterling forward rates are for 12 months. All rates are for 100 units of the foreign currency against 100 units of the German mark.

Commercial rates taken from the London market. Sterling forward rates are for 12 months. All rates are for 100 units of the foreign currency against 100 units of the German mark.

Commercial rates taken from the London market. Sterling forward rates are for 12 months. All rates are for 100 units of the foreign currency against 100 units of the German mark.

Commercial rates taken from the London market. Sterling forward rates are for 12 months. All rates are for 100 units of the foreign currency against 100 units of the German mark.

Commercial rates taken from the London market. Sterling forward rates are for 12 months. All rates are for 100 units of the foreign currency against 100 units of the German mark.

Commercial rates taken from the London market. Sterling forward rates are for 12 months. All rates are for 100 units of the foreign currency against 100 units of the German mark.

Commercial rates taken from the London market. Sterling forward rates are for 12 months. All rates are for 100 units of the foreign currency against 100 units of the German mark.

Commercial rates taken from the London market. Sterling forward rates are for 12 months. All rates are for 100 units of the foreign currency against 100 units of the German mark.

Commercial rates taken from the London market. Sterling forward rates are for 12 months. All rates are for 100 units of the foreign currency against 100 units of the German mark.

Commercial rates taken from the London market. Sterling forward rates are for 12 months. All rates are for 100 units of the foreign currency against 100 units of the German mark.

Commercial rates taken from the London market. Sterling forward rates are for 12 months. All rates are for 100 units of the foreign currency against 100 units of the German mark.

Commercial rates taken from the London market. Sterling forward rates are for 12 months. All rates are for 100 units of the foreign currency against 100 units of the German mark.

Commercial rates taken from the London market. Sterling forward rates are for 12 months. All rates are for 100 units of the foreign currency against 100 units of the German mark.

Commercial rates taken from the London market. Sterling forward rates are for 12 months. All rates are for 100 units of the foreign currency against 100 units of the German mark.

Commercial rates taken from the London market. Sterling forward rates are for 12 months. All rates are for 100 units of the foreign currency against 100 units of the German mark.

Commercial rates taken from the London market. Sterling forward rates are for 12 months. All rates are for 100 units of the foreign currency against 100 units of the German mark.

Commercial rates taken from the London market. Sterling forward rates are for 12 months. All rates are for 100 units of the foreign currency against 100 units of the German mark.

Commercial rates taken from the London market. Sterling forward rates are for 12 months. All rates are for 100 units of the foreign currency against 100 units of the German mark.

Commercial rates taken from the London market. Sterling forward rates are for 12 months. All rates are for 100 units of the foreign currency against 100 units of the German mark.

Commercial rates taken from the London market. Sterling forward rates are for 12 months. All rates are for 100 units of the foreign currency against 100 units of the German mark.

Commercial rates taken from the London market. Sterling forward rates are for 12 months. All rates are for 100 units of the foreign currency against 100 units of the German mark.

Commercial rates taken from the London market. Sterling forward rates are for 12 months. All rates are for 100 units of the foreign currency against 100 units of the German mark.

Commercial rates taken from the London market. Sterling forward rates are for 12 months. All rates are for 100 units of the foreign currency against 100 units of the German mark.

Commercial rates taken from the London market. Sterling forward rates are for 12 months. All rates are for 100 units of the foreign currency against 100 units of the German mark.

Commercial rates taken from the London market. Sterling forward rates are for 12 months. All rates are for 100 units of the foreign currency against 100 units of the German mark.

Commercial rates taken from the London market. Sterling forward rates are for 12 months. All rates are for 100 units of the foreign currency against 100 units of the German mark.

Commercial rates taken from the London market. Sterling forward rates are for 12 months. All rates are for 100 units of the foreign currency against 100 units of the German mark.

Commercial rates taken from the London market. Sterling forward rates are for 12 months. All rates are for 100 units of the foreign currency against 100 units of the German mark.

Commercial rates taken from the London market. Sterling forward rates are for 12 months. All rates are for 100 units of the foreign currency against 100 units of the German mark.

Commercial rates taken from the London market. Sterling forward rates are for 12 months. All rates are for 100 units of the foreign currency against 100 units of the German mark.

Commercial rates taken from the London market. Sterling forward rates are for 12 months. All rates are for 100 units of the foreign currency against 100 units of the German mark.

Commercial rates taken from the London market. Sterling forward rates are for 12 months. All rates are for 100 units of the foreign currency against 100 units of the German mark.

Commercial rates taken from the London market. Sterling forward rates are for 12 months. All rates are for 100 units of the foreign currency against 100 units of the German mark.

Commercial rates taken from the London market. Sterling forward rates are for 12 months. All rates are for 100 units of the foreign currency against 100 units of the German mark.

Commercial rates taken from the London market. Sterling forward rates are for 12 months. All rates are for 100 units of the foreign currency against 100 units of the German mark.

Commercial rates taken from the London market. Sterling forward rates are for 12 months. All rates are for 100 units of the foreign currency against 100 units of the German mark.

FINANCIAL FUTURES AND OPTIONS

LIFE LONG TERM FUTURES AND OPTIONS

Strike	Call	Settle	Put	Settle	Strike	Call	Settle	Put	Settle
100	0.00	0.00	0.00	0.00	140	0.00	0.00	0.00	0.00
105	0.00	0.00	0.00	0.00	145	0.00	0.00	0.00	0.00
110	0.00	0.00	0.00	0.00	150	0.00	0.00	0.00	0.00
115	0.00	0.00	0.00	0.00	155	0.00	0.00	0.00	0.00
120	0.00	0.00	0.00	0.00	160	0.00	0.00	0.00	0.00
125	0.00	0.00	0.00	0.00	165	0.00	0.00	0.00	0.00
130	0.00	0.00	0.00	0.00	170	0.00	0.00	0.00	0.00
135	0.00	0.00	0.00	0.00	175	0.00	0.00	0.00	0.00
140	0.00	0.00	0.00	0.00	180	0.00	0.00	0.00	0.00
145	0.00	0.00	0.00	0.00	185	0.00	0.00	0.00	0.00
150	0.00	0.00	0.00	0.00	190	0.00	0.00	0.00	0.00
155	0.00	0.00	0.00	0.00	195	0.00	0.00	0.00	0.00
160	0.00	0.00	0.00	0.00	200	0.00	0.00	0.00	0.00
165	0.00	0.00	0.00	0.00	205	0.00	0.00	0.00	0.00
170	0.00	0.00	0.00	0.00	210	0.00	0.00	0.00	0.00
175	0.00	0.00	0.00	0.00	215	0.00	0.00	0.00	0.00
180	0.00	0.00	0.00	0.00	220	0.00	0.00	0.00	0.00
185	0.00	0.00	0.00	0.00	225	0.00	0.00	0.00	0.00
190	0.00	0.00	0.00	0.00	230	0.00	0.00	0.00	0.00
195	0.00	0.00	0.00	0.00	235	0.00	0.00	0.00	0.00
200	0.00	0.00	0.00	0.00	240	0.00	0.00	0.00	0.00
205	0.00	0.00	0.00	0.00	245	0.00	0.00	0.00	0.00
210	0.00	0.00	0.00	0.00	250	0.00	0.00	0.00	0.00
215	0.00	0.00	0.00	0.00	255	0.00	0.00	0.00	0.00
220	0.00	0.00	0.00	0.00	260	0.00	0.00	0.00	0.00
225	0.00	0.00	0.00	0.00	265	0.00	0.00	0.00	0.00
230	0.00	0.00	0.00	0.00	270	0.00	0.00	0.00	0.00
235	0.00	0.00	0.00	0.00	275	0.00	0.00	0.00	0.00
240	0.00	0.00	0.00	0.00	280	0.00	0.00	0.00	0.00
245	0.00	0.00	0.00	0.00	285	0.00	0.00	0.00	0.00
250	0.00	0.00	0.00	0.00	290	0.00	0.00	0.00	0.00
255	0.00	0.00	0.00	0.00	295	0.00	0.00	0.00	0.00
260	0.00	0.00	0.00	0.00	300	0.00	0.00	0.00	0.00
265	0.00	0.00	0.00	0.00	305	0.00	0.00	0.00	0.00
270	0.00	0.00	0.00	0.00	310	0.00	0.00	0.00	0.00
275	0.00	0.00	0.00	0.00	315	0.00	0.00	0.00	0.00
280	0.00	0.00	0.00	0.00	320	0.00	0.00	0.00	0.00
285	0.00	0.00	0.00	0.00	325	0.00	0.00	0.00	0.00
290	0.00	0.00	0.00	0.00	330	0.00	0.00	0.00	0.00
295	0.00	0.00	0.00	0.00	335	0.00	0.00	0.00	0.00
300	0.00	0.00	0.00	0.00	340	0.00	0.00	0.00	0.00
305	0.00	0.00	0.00	0.00	345	0.00	0.00	0.00	0.00
310	0.00	0.00	0.00	0.00	350	0.00	0.00	0.00	0.00
315	0.00	0.00	0.00	0.00	355	0.00	0.00	0.00	0.00
320	0.00	0.00	0.00	0.00	360	0.00	0.00	0.00	0.00
325	0.00	0.00	0.00	0.00	365	0.00	0.00	0.00	0.00
330	0.00	0.00	0.00	0.00	370	0.00	0.00	0.00	0.00
335	0.00	0.00	0.00	0.00	375	0.00	0.00	0.00	0.00
340	0.00	0.00	0.00	0.00	380	0.00	0.00	0.00	0.00
345	0.00	0.00	0.00	0.00	385	0.00	0.00	0.00	0.00
350	0.00	0.00	0.00	0.00	390	0.00	0.00	0.00	0.00
355	0.00	0.00	0.00	0.00	395	0.00	0.00	0.00	0.00
360	0.00	0.00	0.00	0.00	400	0.00	0.00	0.00	0.00
365	0.00	0.00	0.00	0.00	405	0.00	0.00	0.00	0.00
370	0.00	0.00	0.00	0.00	410	0.00	0.00	0.00	0.00
375	0.00	0.00	0.00	0.00	415	0.00	0.00	0.00	0.00
380	0.00	0.00	0.00	0.00	420	0.00	0.00	0.00	0.00
385	0.00	0.00	0.00	0.00	425	0.00	0.00	0.00	0.00
390	0.00	0.00	0.00	0.00	430	0.00	0.00	0.00	0.00
395	0.00	0.00	0.00	0.00	435	0.00	0.00	0.00	0.00
400	0.00	0.00	0.00	0.00	440	0.00	0.00	0.00	0.00
405	0.00	0.00	0.00	0.00	445	0.00	0.00	0.00	0.00
410	0.00	0.00	0.00	0.00	450	0.00	0.00	0.00	0.00
415	0.00	0.00	0.00	0.00	455	0.00	0.00	0.00	0.00
420	0.00	0.00	0.00	0.00	460	0.00	0.00	0.00	0.00
425	0.00	0.00	0.00	0.00	465	0.00	0.00	0.00	0.00
430	0.00	0.00	0.00	0.00	470	0.00	0.00	0.00	0.00
435	0.00	0.00	0.00	0.00	475	0.00	0.00	0.00	0.00
440	0.00	0.00	0.00	0.00	480	0.00	0.00	0.00	0.00
445	0.00	0.00	0.00	0.00	485	0.00	0.00	0.00	0.00
450	0.00	0.00	0.00	0.00	490	0.00	0.00	0.00	0.00
455	0.00	0.00	0.00	0.00	495	0.00	0.00	0.00	0.00
460	0.00	0.00	0.00	0.00	500	0.00	0.00	0.00	0.00
465	0.00	0.00	0.00	0.00	505	0.00	0.00	0.00	0.00
470	0.00	0.00	0.00	0.00	510	0.00	0.00	0.00	0.00
475	0.00	0.00	0.00	0.00	515	0.00	0.00	0.00	0.00
480	0.00	0.00	0.00	0.00	520	0.00	0.00	0.00	0.00
485	0.00	0.00	0.00	0.00	525	0.00	0.00	0.00	0.00
490	0.00	0.00	0.00	0.00	530	0.00	0.00	0.00	0.00
495	0.00	0.00	0.00	0.00	535	0.00	0.00	0.00	0.00
500	0.00	0.00	0.00	0.00	540	0.00	0.00	0.00	0.00
505	0.00	0.00	0.00	0.00	545	0.00	0.00	0.00	0.00
510	0.00	0.00	0.00	0.00	550	0.00	0.00	0.00	0.00
515	0.00	0.00	0.00	0.00	555	0.00	0.00	0.00	0.00
520	0.00	0.00	0.00	0.00	560	0.00	0.00	0.00	0.00
525	0.00	0.00	0.00	0.00	565	0.00	0.00	0.00	0.00
530	0.00	0.00	0.00	0.00	570	0.00	0.00	0.00	0.00
535	0.00	0.00	0.00	0.00	575	0.00	0.00	0.00	0.00
540	0.00	0.00	0.00	0.00	580	0.00	0.00	0.00	0.00
545	0.00	0.00	0.00	0.00	585	0.00	0.00	0.00	0.00
550	0.00	0.00	0.00	0.00	590	0.00	0.00	0.00	0.00
555	0.00	0.00	0.00	0.00	595	0.00	0.00	0.00	0.00
560	0.00	0.00	0.00	0.00	600	0.00	0.00	0.00	0.00
565	0.00	0.00	0.00	0.00	605	0.00	0.00	0.00	0.00
570	0.00	0.00	0.00	0.00	610	0.00	0.00	0.00	0.00
575	0.00	0.00	0.00	0.00	615	0.00	0.00	0.00	0.00
580	0.00	0.00	0.00	0.00	620	0.00	0.00	0.00	0.00
585	0.00	0.00	0.00	0.00	625	0.00	0.00	0.00	0.00
590	0.00	0.00	0.00	0.00	630	0.00	0.00	0.00	0.00
595	0.00	0.00	0.00	0.00	635	0.00	0.00	0.00	0.00
600	0.00	0.00	0.00	0.00	640	0.00	0.00	0.00	0.00
605	0.00	0.00	0.00	0.00	645	0.00	0.00	0.00	0.00
610	0.00	0.00	0.00	0.00	650	0.00	0.00	0.00	0.00
615	0.00	0.00	0.00	0.00	655	0.00	0.00	0.00	0.00
620	0.00	0.00	0.00	0.00	660	0.00	0.00	0.00	0.00
625	0.00	0.00	0.00	0.00	665	0.00	0.00	0.00	0.00
630	0.00	0.00	0.00	0.00	670	0.00	0.00	0.00	0.00
635	0.00	0.00	0.00	0.00	675	0.00	0.00	0.00	0.00
640	0.00	0.00	0.00	0.00	680	0.00	0.00	0.00	0.00
645	0.00	0.00	0.00	0.00	685	0.00	0.00	0.00	0.00
650	0.00	0.00	0.00	0.00	690	0.00	0.00	0.00	0.00
655	0.00	0.00	0.00	0.00	695	0.00	0.00	0.00	0.00
660	0.00	0.00	0.00	0.00	700	0.00	0.00	0.00	0.00
665	0.00	0.00	0.00	0.00	705	0.00	0.00	0.00	0.00
670	0.00	0.00	0.00	0.00	710	0.00	0.00	0.00	0.00
675	0.00	0.00	0.00	0.00	715	0.00	0.00	0.00	0.00
680	0.00	0.00	0.00	0.00	720	0.00	0.00	0.00	0.00
685	0.00	0.00	0.00	0.00	725	0.00	0.00	0.00	0.00
690	0.00	0.00	0.00	0.00	730	0.00	0.00	0.00	0.00
695	0.00	0.00	0.00	0.00	735	0.00	0.00	0.00	0.00
700	0.00	0.00	0.00	0.00	740	0.00	0.00	0.00	0.00
705	0.00	0.00	0.00	0.00	745	0.00	0.00	0.00	0.00
710	0.00	0.00	0.00	0.00	750	0.00	0.00	0.00	0.00
715	0.00	0.00	0.00	0.00	755	0.00	0.00	0.00	0.00
720	0.00	0.00	0.00	0.00	760	0.00	0.00	0.00	0.00
725	0.00	0.00	0.00	0.00	765	0.00	0.00	0.00	0.00
730	0.00	0.00	0.00	0.00	770	0.00	0.00	0.00	0.00
735	0.00	0.00	0.00	0.00	775	0.00	0.00	0.00	0.00
740	0.00	0.00	0.00	0.00	780	0.00	0.00	0.00	0.00
745	0.00	0.00	0.00	0.00	785	0.00	0.00	0.00	0.00
750	0.00	0.00	0.00	0.00	790	0.00	0.00	0.00	0.00
755	0.00	0.00	0.00	0.00	795	0.00	0.00	0.00	0.00
760	0.00	0.00	0.00	0.00	800	0.00	0.00	0.00	0.00
765	0.00	0.00	0.00	0.00	805	0.00	0.00	0.00	

[illegible]

4 pm close March 15

Continued on next page

NYSE COMPOSITE PRICES

NASDAQ NATIONAL MARKET

4 pm close March 15

Continued from previous page

Stock	High	Low	Open	Close	Change
IBM Corp	125.00	124.00	124.50	124.50	+0.50
Microsoft	55.00	54.00	54.50	54.50	+0.50
Apple Computer	45.00	44.00	44.50	44.50	+0.50
Oracle Corp	35.00	34.00	34.50	34.50	+0.50
Sun Microsystems	25.00	24.00	24.50	24.50	+0.50
Intel Corp	15.00	14.00	14.50	14.50	+0.50
Motorola Inc	10.00	9.00	9.50	9.50	+0.50
AT&T Worldcom	8.00	7.00	7.50	7.50	+0.50
Verizon Communications	7.00	6.00	6.50	6.50	+0.50
WorldCom Inc	6.00	5.00	5.50	5.50	+0.50
Qwest Communications	5.00	4.00	4.50	4.50	+0.50
Sprint Corp	4.00	3.00	3.50	3.50	+0.50
US West Inc	3.00	2.00	2.50	2.50	+0.50
Southwest Airlines	2.00	1.00	1.50	1.50	+0.50
Delta Air Lines	1.00	0.50	0.75	0.75	+0.50
American Airlines	0.50	0.25	0.375	0.375	+0.50
United Continental	0.25	0.125	0.1875	0.1875	+0.50
Allegiant Air	0.125	0.0625	0.09375	0.09375	+0.50
JetBlue Airways	0.0625	0.03125	0.046875	0.046875	+0.50
Southwest Air	0.03125	0.015625	0.0234375	0.0234375	+0.50
Delta Air	0.015625	0.0078125	0.01171875	0.01171875	+0.50
American Air	0.0078125	0.00390625	0.005859375	0.005859375	+0.50
United Cont	0.00390625	0.001953125	0.0029296875	0.0029296875	+0.50
Allegiant Ai	0.001953125	0.0009765625	0.00146484375	0.00146484375	+0.50
JetBlue Ai	0.0009765625	0.00048828125	0.000732421875	0.000732421875	+0.50
Southwest	0.00048828125	0.000244140625	0.0003692109375	0.0003692109375	+0.50
Delta Air	0.000244140625	0.0001220703125	0.00018460546875	0.00018460546875	+0.50
American	0.0001220703125	0.00006103515625	0.000047302734375	0.000047302734375	+0.50
United Co	0.00006103515625	0.000030517578125	0.0000236513671875	0.0000236513671875	+0.50
Allegiant	0.000030517578125	0.0000152587890625	0.00001182568359375	0.00001182568359375	+0.50
JetBlue	0.0000152587890625	0.00000762939453125	0.000005912841796875	0.000005912841796875	+0.50
Southwe	0.00000762939453125	0.000003814697265625	0.0000029564208984375	0.0000029564208984375	+0.50
Delta Ai	0.000003814697265625	0.0000019073486328125	0.00000147821044921875	0.00000147821044921875	+0.50
America	0.0000019073486328125	0.00000095367431640625	0.000000739105224609375	0.000000739105224609375	+0.50
United	0.00000095367431640625	0.000000476837158203125	0.0000003695526123046875	0.0000003695526123046875	+0.50
Allegian	0.000000476837158203125	0.0000002384185791015625	0.00000018477630615234375	0.00000018477630615234375	+0.50
JetBlue	0.0000002384185791015625	0.00000011920928955078125	0.000000092388153076171875	0.000000092388153076171875	+0.50
Southwe	0.00000011920928955078125	0.000000059604644775390625	0.0000000461940765380859375	0.0000000461940765380859375	+0.50
Delta Ai	0.000000059604644775390625	0.0000000298023223876953125	0.00000002309703826904296875	0.00000002309703826904296875	+0.50
America	0.0000000298023223876953125	0.00000001490116119384765625	0.000000011548519134521484375	0.000000011548519134521484375	+0.50
United	0.00000001490116119384765625	0.000000007450580596923828125	0.0000000057742595672607421875	0.0000000057742595672607421875	+0.50
Allegian	0.000000007450580596923828125	0.0000000037252902984619140625	0.00000000288712978363037109375	0.00000000288712978363037109375	+0.50
JetBlue	0.0000000037252902984619140625	0.00000000186264514923095703125	0.000000001443564891815185546875	0.000000001443564891815185546875	+0.50
Southwe	0.00000000186264514923095703125	0.000000000931322574615478515625	0.0000000007217824459075927734375	0.0000000007217824459075927734375	+0.50
Delta Ai	0.000000000931322574615478515625	0.0000000004656612873077392578125	0.00000000036089122295379638671875	0.00000000036089122295379638671875	+0.50
America	0.0000000004656612873077392578125	0.00000000023283064365386962890625	0.000000000180445611476898193409375	0.000000000180445611476898193409375	+0.50
United	0.00000000023283064365386962890625	0.000000000116415321826934814453125	0.00000000009022280573844909671875	0.00000000009022280573844909671875	+0.50
Allegian	0.000000000116415321826934814453125	0.0000000000582076609134674072265625	0.000000000045111402869224548359375	0.000000000045111402869224548359375	+0.50
JetBlue	0.0000000000582076609134674072265625	0.00000000002910383045673370361328125	0.000000000022555701434622272684375	0.000000000022555701434622272684375	+0.50
Southwe	0.00000000002910383045673370361328125	0.000000000014551915228366851806640625	0.0000000000112778507173111363421875	0.0000000000112778507173111363421875	+0.50
Delta Ai	0.000000000014551915228366851806640625	0.0000000000072759576141834259033203125	0.00000000000563892535865567292109375	0.00000000000563892535865567292109375	+0.50
America	0.0000000000072759576141834259033203125	0.00000000000363797880709171245156015625	0.000000000002819462679327836460546875	0.000000000002819462679327836460546875	+0.50
United	0.00000000000363797880709171245156015625	0.00000000000181898940354585622578125	0.000000000001409731339663918230296875	0.000000000001409731339663918230296875	+0.50
Allegian	0.00000000000181898940354585622578125	0.000000000000909494701772928112890625	0.0000000000007048656698319591151546875	0.0000000000007048656698319591151546875	+0.50
JetBlue	0.000000000000909494701772928112890625	0.0000000000004547473508864640589553125	0.0000000000003524328349159795576904375	0.0000000000003524328349159795576904375	+0.50
Southwe	0.0000000000004547473508864640589553125	0.00000000000022737367544323202947765625	0.00000000000017621641745797787884609375	0.00000000000017621641745797787884609375	+0.50
Delta Ai	0.00000000000022737367544323202947765625	0.000000000000113686837721616014738828125	0.000000000000090108208728988939423046875	0.000000000000090108208728988939423046875	+0.50
America	0.000000000000113686837721616014738828125	0.0000000000000568434188608007369194140625	0.0000000000000450541043644944697115234375	0.0000000000000450541043644944697115234375	+0.50
United	0.0000000000000568434188608007369194140625	0.0000000000000284217094304003684597071875	0.00000000000002252705218224723485576171875	0.00000000000002252705218224723485576171875	+0.50
Allegian	0.0000000000000284217094304003684597071875	0.00000000000001421085471520018422985359375	0.000000000000011263526091112362428828125	0.000000000000011263526091112362428828125	+0.50
JetBlue	0.00000000000001421085471520018422985359375	0.00000000000000710542735760009211492678125	0.0000000000000056317630455561812144140625	0.0000000000000056317630455561812144140625	+0.50
Southwe	0.00000000000000710542735760009211492678125	0.0000000000000035527136788000460573421875	0.000000000000002815881522778090607209375	0.000000000000002815881522778090607209375	+0.50
Delta Ai	0.0000000000000035527136788000460573421875	0.00000000000000177635683940002302867109375	0.0000000000000014079407613890453036046875	0.0000000000000014079407613890453036046875	+0.50
America	0.00000000000000177635683940002302867109375	0.00000000000000088817841970001151433553125	0.0000000000000007039703806945226517828125	0.0000000000000007039703806945226517828125	+0.50
United	0.00000000000000088817841970001151433553125	0.000000000000000444089209850005767167765625	0.0000000000000003519851903472613258828125	0.0000000000000003519851903472613258828125	+0.50
Allegian	0.000000000000000444089209850005767167765625	0.000000000000000222044604925002883888828125	0.00000000000000017599259517363066294140625	0.00000000000000017599259517363066294140625	+0.50
JetBlue	0.00000000000000022204460492500288388828125	0.0000000000000001110223024625001441944140625	0.0000000000000000879962975868153314709375	0.0000000000000000879962975868153314709375	+0.50
Southwe	0.0000000000000001110223024625001441944140625	0.000000000000000055511151231250072097209375	0.000000000000000043998148793407665734375	0.000000000000000043998148793407665734375	+0.50
Delta Ai	0.000000000000000055511151231250072097209375	0.0000000000000000277555756156250036048609375	0.0000000000000000219990743967038328671875	0.0000000000000000219990743967038328671875	+0.50
America	0.0000000000000000277555756156250036048609375	0.000000000000000013877787807812500180243046875	0.00000000000000001099953719835191643421875	0.00000000000000001099953719835191643421875	+0.50
United	0.000000000000000013877787807812500180243046875	0.00000000000000000693889390390625000901215234375	0.000000000000000005499768599175958217109375	0.000000000000000005499768599175958217109375	+0.50
Allegian	0.00000000000000000693889390390625000901215234375	0.00000000000000000346944695195312500045060765625	0.00000000000000000274988429958795910576904375	0.00000000000000000274988429958795910576904375	+0.50
JetBlue	0.00000000000000000346944695195312500045060765625	0.0000000000000000017347234759765625000225303828125	0.00000000000000000137494214979397955384609375	0.00000000000000000137494214979397955384609375	+0.50
Southwe	0.0000000000000000017347234759765625000225303828125	0.000000000000000000867361737988281250001126519140625	0.00000000000000000068747107489697977734375	0.00000000000000000068747107489697977734375	+0.50
Delta Ai	0.000000000000000000867361737988281250001126519140625	0.000000000000000000433680868994140625000056325971875	0.000000000000000000343735537448489888671875	0.000000000000000000343735537448489888671875	+0.50
America	0.000000000000000000433680868994140625000056325971875	0.0000000000000000002168404344960718750000281629859375	0.000000000000000000171867768724244609375	0.000000000000000000171867768724244609375	+0.50
United	0.0000000000000000002168404344960718750000281629859375	0.00000000000000000010842021724803593750000140814921875	0.00000000000000000008593388436212234375	0.00000000000000000008593388436212234375	+0.50
Allegian	0.00000000000000000010842021724803593750000140814921875	0.00000000000000000005421010862401796875000007040959375	0.00000000000000000004296694218106171875	0.00000000000000000004296694218106171875	+0.50
JetBlue	0.00000000000000000005421010862401796875000007040959375	0.0000000000000000000271050543120089843750000035204796875	0.000000000000000000021483471090530859375	0.000000000000000000021483471090530859375	+0.50
Southwe	0.0000000000000000000271050543120089843750000035204796875	0.000000000000000000013552527156004492187500000176023984375	0.0000000000000000000107417355450224609375	0.0000000000000000000107417355450224609375	+0.50
Delta Ai	0.000000000000000000013552527156004492187500000176023984375	0.0000000000000000000067762635780022460937500000088011984375	0.00000000000000000000536817777251123046875	0.00000000000000000000536817777251123046875	+0.50
America	0.0000000000000000000067762635780022460937500000088011984375	0.00000000000000000000338813178900112304687500000044005984375	0.00000000000000000000271010862		

AMERICA

Dow slips from its highs after firm opening

Wall Street

US stocks traded in a narrow range yesterday, holding on to modest gains in spite of another fall in bond prices, writes Patrick Harverson in New York.

At 1 p.m., the Dow Jones Industrial Average was 3.51 higher at 4,331.33. The more broadly based Standard & Poor's 500 was up 0.23 at 450.06, while the Amex composite was 0.54 higher at 421.63, and the Nasdaq composite up 1.48 at 694.26. Trading volume on the NYSE was 115m shares by 1 p.m.

In the wake of Friday's precipitous decline, the markets proved their resilience yesterday by opening firmer, with prices showing solid gains across the board in the first 30 minutes of trading.

Yet, the gains proved primarily a knee-jerk reaction to the previous session's losses. In the absence of fresh economic news, the markets struggled to find a direction, allowing prices to slip back from their highs. Sentiment was undermined, also, by a sudden downturn mid-morning in the bond market, where inflation-sensitive investors took fright at a sudden rise in commodities.

Equities, however, were supported by continued strong inflows of cash as investors showed few signs of turning away from stocks, which they view as offering the best potential returns in the low-interest rate environment.

Nike jumped 3% to \$75.4 after the sports shoe and apparel maker reported fiscal third quarter net income of \$69.5m, up from \$58.5m and a record for the company. Although the profits were slightly below market expectations, investors were impressed by reports that Nike's orders for the next few months were up 31 per cent on the comparable period a year ago.

Bank stocks were weaker fol-

lowing the latest rise in bond market interest rates. BankAmerica fell 1% to \$52.3, Citicorp eased 1% to \$38.1, Chemical slipped 1% to \$42.4 and Chase Manhattan dropped 1% to \$34.1, in spite of a ratings upgrade from Merrill Lynch.

Vehicle stocks were lifted by news of strong car and truck sales for the first 10 days of March: General Motors rose 1% to \$39, Ford added 1% to \$48.4 and Chrysler added 1% to \$39. Brokerage stocks were higher because of the heavy demand for their services from individual investors, which is boosting commission revenues and asset management profits. Merrill Lynch climbed 1% to \$73.4, Charles Schwab added 1% to \$58, and FiskeWebber put on 1% to \$26.

Storage Technology, which jumped sharply on Friday, rose another 1% to \$27.4 on hopes that testing of the company's toebag data storage system is progressing well.

Canada

TORONTO eased on light bouts of profit-taking following gains last week. The metals group was among the exchange's biggest losers, led by Inco which eased 1% to C\$38.1 in light activity.

The TSX-300 Index fell 4.06 to 3,544.00 in volume of 21.5m shares valued at C\$156m, declines leading advances by 230 to 219 with 289 unchanged. Eight of the TSX's 14 indices were lower at midday. Golds, buoyed by strength in bullion futures, were broadly higher, along with the pipelines and transportation groups.

SOUTH AFRICA

JOHANNESBURG saw industrial recovery from early lows to end with a 13 point gain at 4,493 as the overall index added 5 to 3,459. The golds index finished at a high for the year, up 15 at 1,063. Angles put on 1 at R8.78.

ASIA PACIFIC

Pacific Basin in ferment as Nikkei rises again

Tokyo

SHARE prices fluctuated on technical activity, but the Nikkei average finally registered its seventh consecutive gain, writes Emilio Terazono in Tokyo.

The Nikkei ended 48.86 higher at 18,086.18. It fell to the day's low of 17,957.16 in the morning and rose to the session's high of 18,182.16 in the afternoon, before fluctuating on arbitrage trading.

Volume fell to 350m shares from Friday's 771m. Advances led declines by 690 to 347, with 136 issues unchanged. The Topix index of all first section stocks put on 2.86 at 1,353.80 and, in London, the ISE/Nikkei 50 index firmed 1.15 to 1,081.14.

Activity was led by individual speculators and dealers, while most institutional investors remained on the sidelines. Traders said some US pension funds were looking to increase their weightings in Japanese shares, but that European

investors, who have foreign exchange profits on their holdings, were reducing their allocations.

Mr Jason James, a strategist at James Capel, said share prices could ease during the second quarter of this year, and that there was little need for hasty buy decisions. "The market will correct after the fiscal year-end, with 16,000 at the lowest end of the range," he added.

Short term trading centred around companies related to Nippon Telegraph and Telephone, NTT took a breather, retreating 7,000 to Y83,000 on profit-taking. Iwatsu Electric, which has close business ties with NTT, was the day's most active issue, forging ahead Y43 to Y538.

Nippon Express appreciated Y6 to Y855. The company is considered a JR-related stock, due to its land holdings around JR railway stations. Nabco, a Kobe Steel affiliate which makes automobile and railway

brakes, climbed Y80 to Y570 on a report that it had developed a new air-brake system with JR researchers.

High-technology shares were lower on profit-taking by individual investors. Hitachi dipped Y4 to Y753, Toshiba Y12 to Y606 and NEC Y12 to Y767. Kyowa Hakko Kogyo surged by its daily limit of Y101 to Y1,100 on reports of its development of an anti-cancer agent.

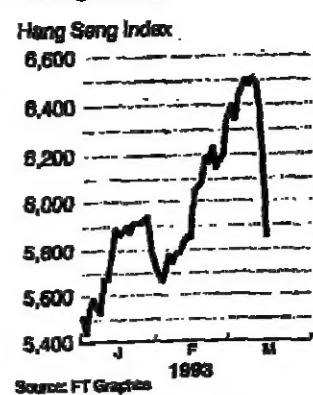
In Osaka, the OSE average was up 156.35 to 19,076.15 in volume of 45m shares. The index rose above the 19,000 mark for the first time since December 26 last year.

Roundup

EVENTS OF the weekend, and last week, had a powerful impact in the region.

HONG KONG dropped a further 5.1 per cent on China's angry reaction to Governor Chris Patten's decision to proceed with democratic reform. The Hang Seng index finished

Hong Kong



at 5,354.61, down 315.79 but up from a day's low of 5,792.18. However, London over-the-counter trading was more positive, indicating an improvement in the index of about 100 points.

Turnover stayed high, totaling HK\$5.28bn, although down from Friday's HK\$5.32bn. HSBC finished HK\$1.50 down at HK\$64.50. After the market closed, the group reported a

68 per cent jump in 1992 net profits, but shares in its Hang Seng Bank unit lost HK\$3.50 to HK\$82.50. HSBC closed later in London HK\$1.80 better at HK\$66.30.

AUSTRALIA subsided on Labor's election win and falls on overseas markets, the All Ordinaries index ending 35.1 off at 1,628.4 after a day's low of 1,614.0. Labor's promise of a reduction in company tax and indications that it will cut interest rates helped to mollify investors.

Bank shares were sold as hopes of mergers were dashed by the coalition's election loss. ANZ fell 32 cents to A\$3.25, Westpac 11 cents to A\$3.09 and NAB 8 cents to A\$6.47.

Among retailers, Coles dropped 15 cents to A\$4.55 and Foodland revealed 15 cents to A\$6.75. Investors had hoped that a coalition government would benefit retailers by scrapping payroll tax and exempting food from its goods and services tax.

NEW ZEALAND shed 1.4 per

cent on Labor's surprise win in Australia, the NZSE-40 index closing at 1,567.04, down 21.58.

SINGAPORE's Straits Times Industrial index, hurt by Hong Kong and poorer than expected results posted by Singapore's key DBS Bank, slipped 22.07 to 1,630.81. MANILA lost 1.5 per cent in reaction to a PLDT slide on Wall Street, the composite index ending 23.03 lower at 1,471.65. PLDT fell 51% to \$55 in New York on Friday.

SEOUL rose for the third straight session, the composite index closing 10.89 higher at 845.73 on renewed hopes that the government may set aside an announcement which would phase out widespread clandestine trading. TAIWAN put on 2.1 per cent in thin trading, the weighted index ending 93.16 better at 4,507.00.

BOMBAY resumed trading for one hour after last Friday's bomb blast caused extensive damage to the stock exchange building. The BSE index finished at 2,416.28, a rise of 86.19 from Thursday's close.

EUROPE

Agreement on 'solidarity pact' lifts senior bourses

AFTER the slump last Friday afternoon on storm signals in Russia and the New York equity market, bourses mostly recovered yesterday, writes Our Markets Staff.

Sentiment, especially in Germany, France and Switzerland, was lifted by the weekend conclusion of the German 'solidarity pact', involving agreed political, corporate and trade union initiatives in the financing of German unification.

FRANKFURT looked undecided, the DAX index ending 4.57 lower at 1,702.57. But this obscured the recovery from the tumble share prices had taken on Friday afternoon.

Mr Hans Peter Wodniok, of James Capel in Frankfurt, said that on the 10th screen system, share prices yesterday afternoon were running 1% per cent of Friday evening's level. Deutsche Bank DM11 higher at DM723 against an official close of DM720.50, down 20 pfg.

Turnover fell from DM6.8bn to DM5.2bn. Exceptions to the solidarity pact celebration included

Volkswagen and Hoechst, which closed DM7.50 lower at DM285.50, and DM4.80 down at DM249 respectively.

Over the weekend, VW lost a senior management prospect as General Motors's J. Ignacio Lopez de Arriortua announced he would stay with GM. VW subsided further to DM263.60 in the aftermarket on industry indications that the carmaker's dividend would be cut from DM11 to DM9 for 1992, rather than the expected DM14 or DM15.

Hoechst hit more trouble when its Frankfurt plant suffered an explosion early yesterday, the chemical group's fourth accident in Germany in the last month.

MILAN reacted fairly calmly to news that Iri, the state holding group, was to take a L340bn loan from its telecommunications subsidiary Stet in exchange for granting it the dividend rights for three years in another of its subsidiaries, Banco Commerciale. The Comit index, on the last day of the March account, lost 5.82 to

FT-SE Actuaries Share Indices

Hourly changes	Open	10.30	11.00	12.00	13.00	14.00	15.00	Close
FT-SE Eurotrack 100	1165.56	1165.60	1165.44	1154.42	1152.23	1152.38	1153.70	1153.82
FT-SE Eurotrack 200	1221.97	1222.49	1222.00	1220.84	1219.72	1219.51	1219.70	1219.52
FT-SE Eurotrack 100	1145.86	1163.69	1167.32	1164.26	1164.26	1165.04	1165.04	1165.04
FT-SE Eurotrack 200	1212.44	1232.53	1231.59	1230.72	1230.72	1229.32	1229.32	1229.32

Base value 1000 (1984/1985) Registry 100 = 1165.57, 200 = 1221.97, 100 = 1145.86, 200 = 1212.44

508.42.

In spite of the slight losses, Stet down L13 at L2,174 and Commerciale off L170 at L4,530, some analysts commented that the news placed doubts on the success of the government's privatisation programme with Stet holding some 59 per cent of Commerciale's equity it was now problematic how the latter's planned privatisation could proceed.

Olivetti was the day's other story, although the shares were suspended at L2,202 pending its surprise announcement of a L800bn rights issue. Mr John Stewart of Pastorino com-

mented that the group, in effect, was seeking the new funds to rebuild its net assets after sustaining losses of over L1,000bn during the last two years.

PARIS strengthened on hopes of easier European interest rates and the CAC-40 index closed 20.50 firmer at 1,986.03. However, turnover was relatively thin at FF2.3bn.

Interest rate-sensitive stocks were the day's main gainers in the absence of fresh corporate news. Euro Disney advanced FF2.40 to FF88.35, also helped by the warm weather which has recently boosted atten-

dance levels. Paribas rose FF6.20 to FF422.20 and Suez was up FF6.20 at FF330.90.

AMSTERDAM recovered from Friday's losses with a gain in the CBS Tendency index of 1.3 to 105.5. Wolters Kluwer, the publishing group, which reports 1992 earnings today, stood 80 cents higher at FL88.50. Analysts expect the group to see an improvement in last year's results of between 15 and 20 per cent.

Fokker put on 20 cents to FL11.20 and announced that it was delaying publication of its 1992 earnings, which had been due on Thursday, until April 2 pending confirmation that the takeover by Deutsche Aerospace was to proceed.

ZURICH took its recovery mainly in chemicals and Nestlé as the SMI index rose 28.1 to 2,157.0. Roche gained SF80 to SF4,090 on anticipation that the company will simplify its share structure and will post good 1992 results, and Nestlé rose SF30 to SF11.80. Banks were firmer on inter-

est rate hopes, although CS Holding stood out with a rise of SF40 to SF2,270. Insurers were weak on fears that storms in the US would lead to high claims, Swiss Re losing SF60 to SF3,120 and Winterthur SF40 to SF3,320.

STOCKHOLM remained subdued as investors awaited tomorrow's vote of confidence in the government. The Affarsvarden general index fell 1.4 to 1,001.1 in turnover of SKr333m, down from Friday's SKr363m. Procordia, the food and pharmaceuticals group, went against the trend, rising SKr2 to SKr190, still helped by last week's publication of good 1992 earnings.

HELSINKI was pulled lower by financial difficulties facing construction company Polar and the Hex index fell 28.2 to 993.1. Repola, which has a 12.9 per cent stake in Polar, lost FM4.30 to FM5.70. OSLO, however, strengthened with a gain in the All Share index of 8.02 to 442.61, for a rise of some 10 per cent since March 4.

Political backcloth to global equity shifts

MARKETS IN PERSPECTIVE	% change in local currency			% change sterling			% change US \$		
	1 Week	4 Weeks	1 Year	Start of 1992	Start of 1993	Start of 1992	Start of 1993	Start of 1992	Start of 1993
Austria	-1.43	+4.88	-14.23	+7.89	+10.36	+4.52	+10.36	+4.52	+10.36
Belgium	+2.26	+4.02	+4.58	+11.85	+14.84	+8.67	+14.84	+8.67	+14.84
Denmark	-1.08	-1.43	-17.27	+9.26	+12.92	+8.95	+12.92	+8.95	+12.92
Finland	-1.89	+5.83	+21.35	+22.13	+10.93	+5.07	+10.93	+5.07	+10.93
France	-1.11	+3.46	-1.94	+7.53	+10.77	+4.91	+10.77	+4.91	+10.77
Germany	+1.81	+3.42	-3.74	+11.86	+14.95	+8.87	+14.95	+8.87	+14.95
Ireland	+2.15	+9.86	-2.12	+15.46	+9.62	+3.83	+9.62	+3.83	+9.62
Italy	-4.31	+5.23	+8.23	+18.73	+14.87	+8.80	+14.87	+8.80	+14.87
Netherlands	-0.01	+4.09	+8.87	+9.85	+12.78	+8.82	+12.78	+8.82	+12.78
Norway	+5.87	+3.90	-2.84	+10.13	+13.62	+7.81	+13.62	+7.81	+13.62
Spain	-0.88	-0.81	-7.07	+11.84	+13.51	+7.51	+13.51	+7.51	+13.51
Sweden	-2.92	+2.50	+15.78	+6.54	+2.32	+2.32	+2.32	+2.32	+2.32
Switzerland	-0.21	+0.13	+17.81	+3.42	+5.10	+0.48	+5.10	+0.48	+5.10
UK	-0.26	+2.56	+17.91	+3.19	+3.19	+3.19	+3.19	+3.19	+3.19
EUROPE	-0.21	+2.76	+6.78	+6.94	+7.91	+2.21	+7.91	+2.21	+7.91
Australia	+3.16	+4.12	+2.47	+7.43	+16.47	+10.31	+16.47	+10.31	+16.47
Hong Kong	-6.50	+6.81	+17.97	+11.85	+17.97	+11.73	+17.97	+11.73	+17.97
Japan	+6.78	+4.96	-6.23	+3.43	+15.78	+8.68	+15.78	+8.68	+15.78
Malaysia	-0.46	+1.72	+16.71	+5.89	+12.29	+8.38	+12.29	+8.38	+12.29
New Zealand	+1.75	+1.13	+5.95	+4.92	+13.69	+7.69	+13.69	+7.69	+13.69
Singapore	-2.44	+0.08	+2.72	+2.16	+7.37	+1.70	+7.37	+1.70	+7.37
Canada	+0.72	+2.62	-1.36	+4.55	+12.87	+6.90	+12.87	+6.90	+12.87
USA	+0.90	+1.17	+11.36	+3.19	+8.94	+3.19	+8.94	+3.19	+8.94
Mexico	+3.27	-0.70	-6.14	-6.13	-0.88	-6.10	-0.88	-6.10	-0.88
South Africa	+2.43	-0.42	-6.36	+6.62	+15.68	+12.40	+15.68	+12.40	+15.68
WORLD INDEX	+2.01	+2.84	+5.01	+4.38	+10.78	+4.91	+10.78	+4.91	+10.78

1 Based on March 12th 1993. Copyright, The Financial Times Limited, Goldman, Sachs & Co. and NatWest Securities Limited.

By John Pitt

Politics provided the set for last week's drama on some of the world's equity markets.

While Hong Kong fell sharply after Mr Chris Patten, the colony's governor, enraged the Chinese on Friday by saying that he was to press ahead with democratic reform proposals, Australia rose, anticipating a change of government. Japan provided support for the 2 per cent gain in the FT-Actuaries world index, as the Nikkei average closed the week at a six-month high.

The slide in Hong Kong continued yesterday, with the Hang Seng index having lost some 8 per cent over the two days. However, many analysts believe that the worst is now over and anticipate short term support at the 5,000 level. Most of the selling has come from domestic investors, with foreign institutions remaining on the sidelines, they comment; and the excellent results from HSBC have refocused attention on the underlying

strength of corporate earnings.

Regarding Mr Patten's efforts to seize the political initiative with his proposals to extend democracy, Mr David Bates of Asia Equity comments that there are doubts whether they will sway the support of the Legislative Council. As yet a date has not been set for debate but, says Mr Bates, there are indications that the LegCo is evenly divided.

Australia rallied as investors anticipated defeat for Mr Paul Keating and his Labor government; but Labor, having clinched victory, the equity market yesterday lost 2 per cent.

Mr Peter Wade of brokers J.B. Wren in London commented that expectations that the Liberal/National party would seek further rationalisation of the banking sector and privatisation of public sector companies had driven the market higher in the pre-election weeks. Nevertheless, with the likelihood of cuts in interest rates and corporate tax the downside in the market would probably be limited.

No company in the world has more of a leading edge. We have the figures to prove it.

One third of all jet airliners currently produced have leading and trailing edge wing actuators supplied by Lucas.

Making us the world's leading supplier of flight control actuation systems.

It is another success in a long line of Lucas achievements.

Success that has been engineered by investing in advanced technology, by developing products with potential, by winning in fiercely competitive global markets.

We are in the forefront of civil airliner fly-by-wire flight control. We are pioneers in the development of fly-by-light technology. At Lucas we fly-by-success.

Lucas
We've engineered a great company.